Managing the Bubble
2014 Report

The demographics of crown corporation staff as of December 2014 including trends from 2002 to 2014

April 30, 2015

Prepared by:
Doug Elliott
QED Information Systems Inc.
444 19th Avenue
Regina, Saskatchewan
S4N 1H1
Tel: 306-522-5515
Cell: 306-536-5131
Email: sasktrends@sasktel.net
Internet: www.sasktrends.ca

Background and Notes

- This is the 2014 version of a series of annual reports documenting research into the demographics of employees in Saskatchewan's commercial crown corporations. Since the first *Managing the Bubble* report describing staff in 2001, the employee database has been updated annually to document employee demographics and to monitor trends over time.

- The database measures a) a "snapshot" of employment at the end of the calendar year and b) turnover that has occurred over the year.

- The database has been expanded in stages by adding additional data elements to provide a more comprehensive measure of staff demographics.
  - For December 2001, only data for permanent full-time staff were collected.
  - For December 2002, coop/summer students and non-permanent staff were added to the database. The occupation (coded to the National Occupational Classification or NOC code) was also included as a data element.
  - For December 2003, the place of work was added.
  - SOCO was added in 2004.
  - SGC was added in 2007.
  - ISC was removed in 2013.
  - The occupational codes (NOC) were converted from the 2006 version to the 2011 version in 2014.

- Virtually all of the statistics in this summary report relate to the thirteen years from 2002 to 2014 when all permanent and non-permanent staff were included in the database.

Background and Notes (continued)

- Funding for human resource initiatives in the crowns to help "manage the bubble" (e.g. Gradworks) began in 2004.

- The inclusion of the Saskatchewan Gaming Corporation (SGC) in 2007 means that trends over time need to be interpreted carefully. Employee demographics and turnover at SGC are dramatically different from those at other crowns. To deal with this and the statistical effect of removing ISC in 2013, most trends over time are done separately for:
    - the aggregate of all crowns, regardless of which crowns are included or excluded; and
    - all crowns excluding SGC and ISC to measure consistent trends over time.

- In some instances, the characteristics of crown staff and the positions they occupy are compared with those in the province as a whole. These comparisons use the Statistics Canada monthly Labour Force Survey (LFS) for comparison purposes. The LFS is a monthly telephone survey with a sample size of approximately 4,000 households in Saskatchewan.
    - The LFS statistics were derived by the author from survey microdata.
    - The LFS figures are annual averages whereas the crown data describes the situation at a point in time, namely December of the year.
    - Unless otherwise indicated, the LFS data includes the self-employed.
    - The LFS is not conducted among on-Reserve residents.

- As in previous versions, the crowns were asked to exclude employees who were on long-term disability.

- In some cases, rounding errors mean that percentages do not total exactly 100%.

Staffing Categories and Class of Worker

	as of December 31*												
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Permanent full time	8,908	8,903	8,860	8,940	9,022	9,574	9,658	9,777	9,704	9,694	9,833	9,856	9,898
Permanent part time	482	499	479	419	421	894	901	844	786	825	869	795	751
Contract/term	807	530	525	560	583	575	636	620	582	603	538	537	638
Seasonal/other	340	426	400	404	495	735	681	605	687	537	517	535	491
	10,537	**10,358**	**10,264**	**10,323**	**10,521**	**11,778**	**11,876**	**11,846**	**11,759**	**11,659**	**11,757**	**11,723**	**11,778**
Coop and summer students during the course of the year	516	515	461	477	485	478	488	500	435	458	428	447	399

* exludes SOCO prior to 2004

- Not counting students, the total staff complement was 11,778 as of December 2014 with 84.0% as permanent full-time employees with the remaining 16.0% split among:
  - 6.4% permanent part-time staff, bringing permanent staff to 90.4% of the total;
  - 5.4% as contract or term staff; and
  - 4.2% as "other", mostly casual, staff.

  The crowns typically hire several hundred coop and summer students in any given year although the number was slightly lower in 2014.

- The 11,778 permanent and non-permanent staff represent 2.1% of the 555,000 persons employed in an average month in 2014 in Saskatchewan.

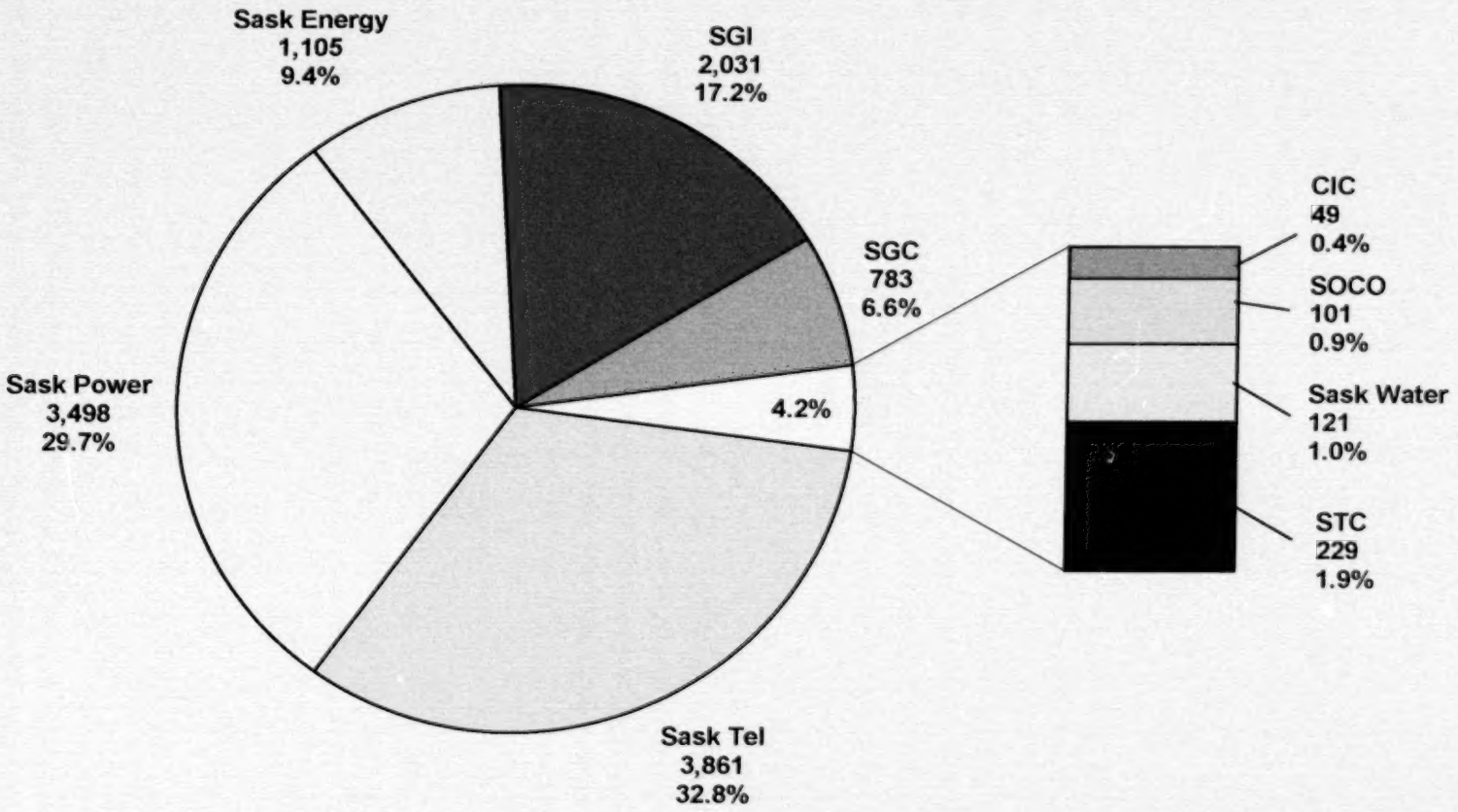
Detailed Employment by Crown Corporation

			as of December 31												
			2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
CIC	Permanent	FT	81	73	54	68	70	68	63	69	65	65	60	52	48
		PT	0	0	0	0	0	0	0	1	0	0	0	0	0
	Non-permanent		0	2	0	1	4	4	4	2	2	5	2	1	1
SaskTel	Permanent	FT	3,786	3,812	3,657	3,622	3,577	3,476	3,318	3,226	3,192	3,136	3,139	3,208	3,157
		PT	110	89	90	38	49	102	104	111	88	111	107	105	108
	Non-permanent		524	569	562	622	747	726	752	719	749	648	650	646	596
SaskPower	Permanent	FT	2,369	2,395	2,426	2,444	2,473	2,526	2,588	2,692	2,762	2,739	2,897	3,056	3,143
		PT	134	142	144	137	134	127	136	140	131	133	129	123	124
	Non-permanent		150	145	153	118	110	132	132	113	84	132	137	149	231
SaskEnergy	Permanent	FT	815	818	815	823	861	895	937	930	908	919	947	946	968
		PT	85	84	86	86	77	76	68	73	68	75	81	102	96
	Non-permanent		74	70	65	50	70	102	97	84	91	78	40	49	41
SGI	Permanent	FT	1,386	1,387	1,390	1,420	1,447	1,524	1,536	1,573	1,572	1,591	1,618	1,740	1,761
		PT	107	115	114	113	116	113	107	114	112	109	112	108	98
	Non-permanent		92	75	77	106	125	148	187	189	157	148	143	151	172
SaskWater	Permanent	FT	84	67	68	80	82	83	85	87	91	98	104	107	113
		PT	2	2	2	4	4	4	4	3	4	3	4	3	2
	Non-permanent		3	1	1	9	0	5	3	4	4	1	2	1	6
SOCO	Permanent	FT	...	...	69	81	86	116	106	110	115	111	112	105	93
		PT	...	...	1	2	3	2	5	4	3	2	2	3	4
	Non-permanent		...	...	4	3	2	2	3	0	1	2	1	0	4
ISC	Permanent	FT	196	165	195	208	229	243	257	259	289	288	288	...	...
		PT	4	27	2	1	1	2	2	2	3	2	2	...	...
	Non-permanent		303	88	59	41	13	17	19	13	25	40	39	...	...
STC	Permanent	FT	191	186	186	194	197	196	203	200	192	190	194	204	195
		PT	40	40	40	38	37	35	29	34	37	34	32	36	32
	Non-permanent		1	6	4	14	7	7	4	5	1	7	3	0	2
SGC	Permanent	FT	...	...	...	...	...	447	565	631	518	557	474	438	420
		PT	...	...	...	...	...	433	446	362	340	356	400	315	287
	Non-permanent		...	...	...	...	...	167	116	96	155	79	38	75	76

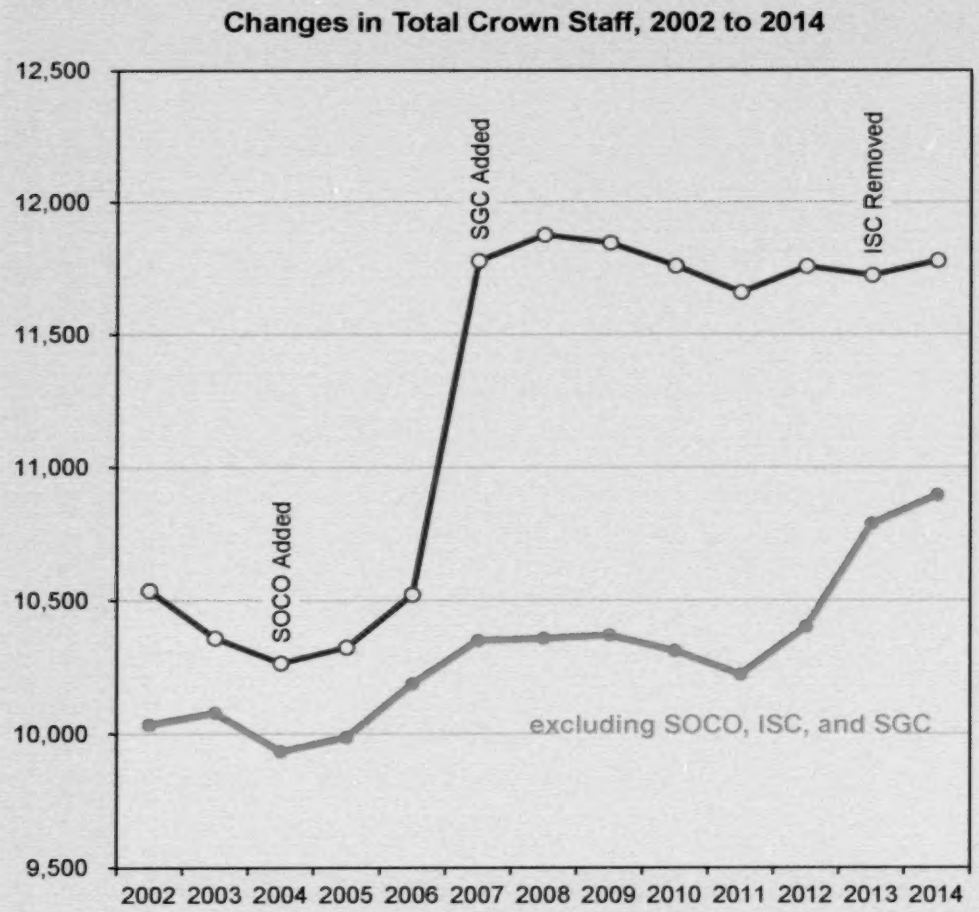
- SaskTel and SaskPower together account for 62.5% of the crown staff. Simple arithmetic means that they will have a strong effect on the overall averages for the crown sector. When SaskEnergy, SGI, and SGC are included, the five largest crowns represent 96% of total employment.

Total Staff in the Crowns, 2014

Permanent and Non-Permanent Staff, December 2014, by Crown Corporation (Total = 11,778)

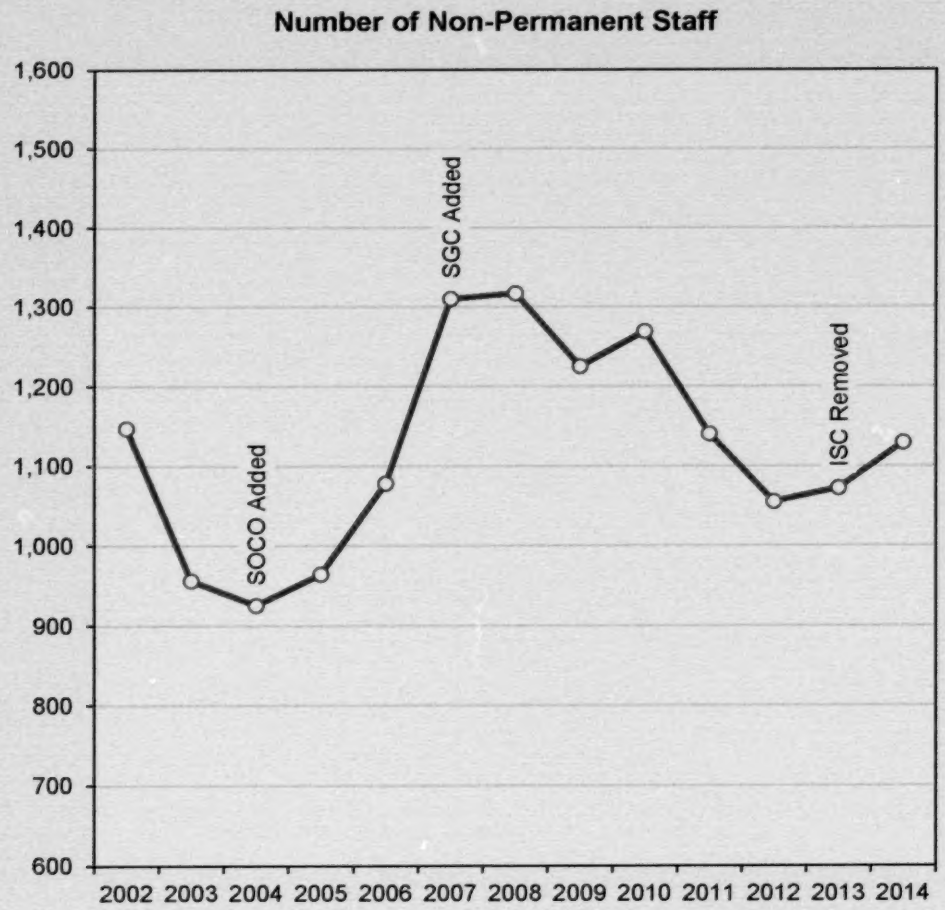


Crown Employment Trends



- These figures include both permanent and non-permanent staff.
- Excluding SOCO, ISC, and SGC, the increase from 2011 to 2014 was 672 staff. The bulk of the increase was in SaskPower and SGI.

Non-Permanent Staff

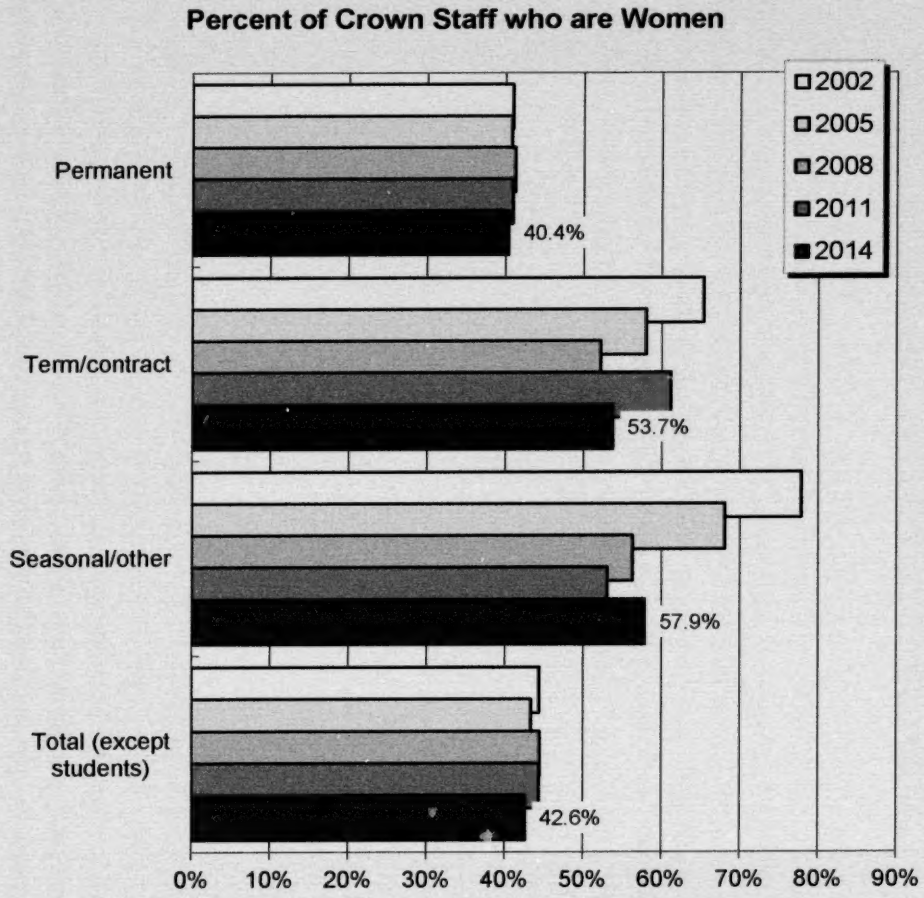


- The number of non-permanent staff in the crowns has fluctuated between 900 and 1,300 over the years.
- In 2014, non-permanent staff represented 9.6% of the staff in the crowns.

Characteristics of Employees

- Gender
- Aboriginal Identity
- Membership in a Visible Minority Group
- Reporting a Disability
- Age
- Tenure
- Earliest retirement date

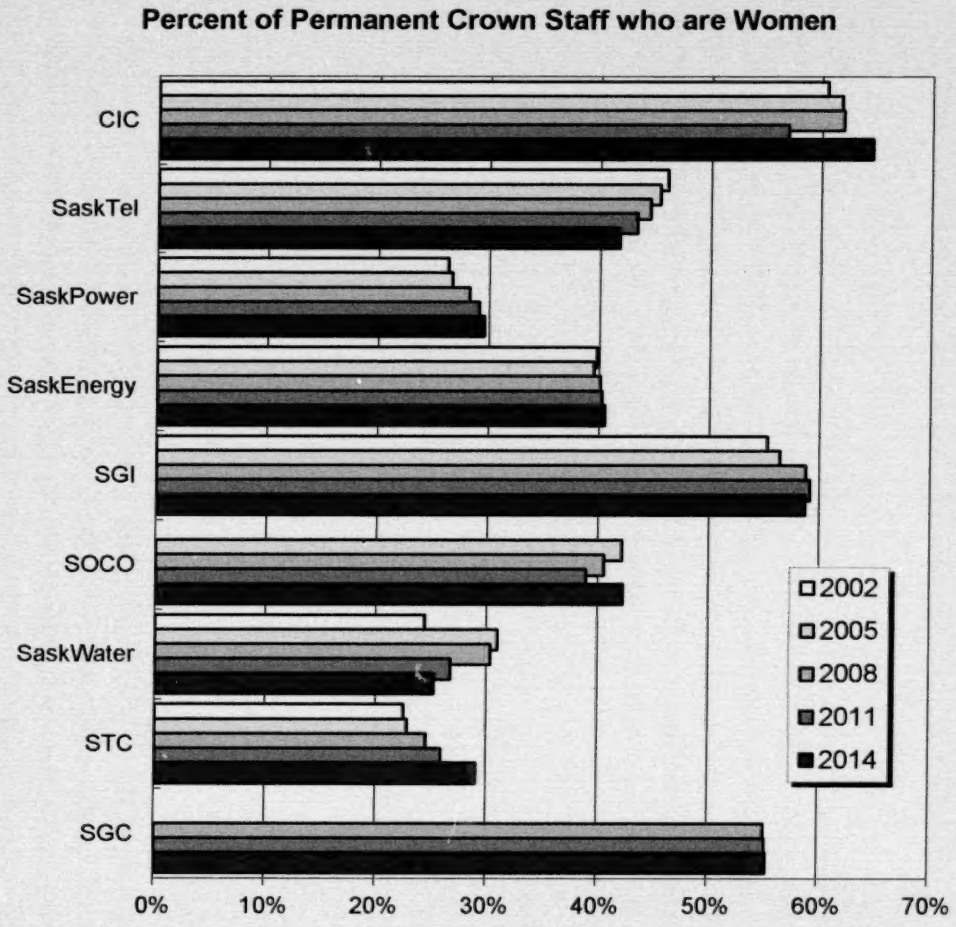
Category of Employment by Gender



Note: SGC is excluded in the 2002 & 2005 figures; ISC is excluded in 2014 but included in previous years.

- The proportion of crown staff who are women hasn't changed significantly over time. In 2014, 42.6% of staff were women compared with 43.2% in 2004.
- Women make up the majority of staff in non-permanent positions, accounting for 54% of those in term positions and 58% of those in seasonal positions.
- The proportion of students who are women is not significantly different from the proportion of permanent staff who are women. In 2014, 47% of the students were women.

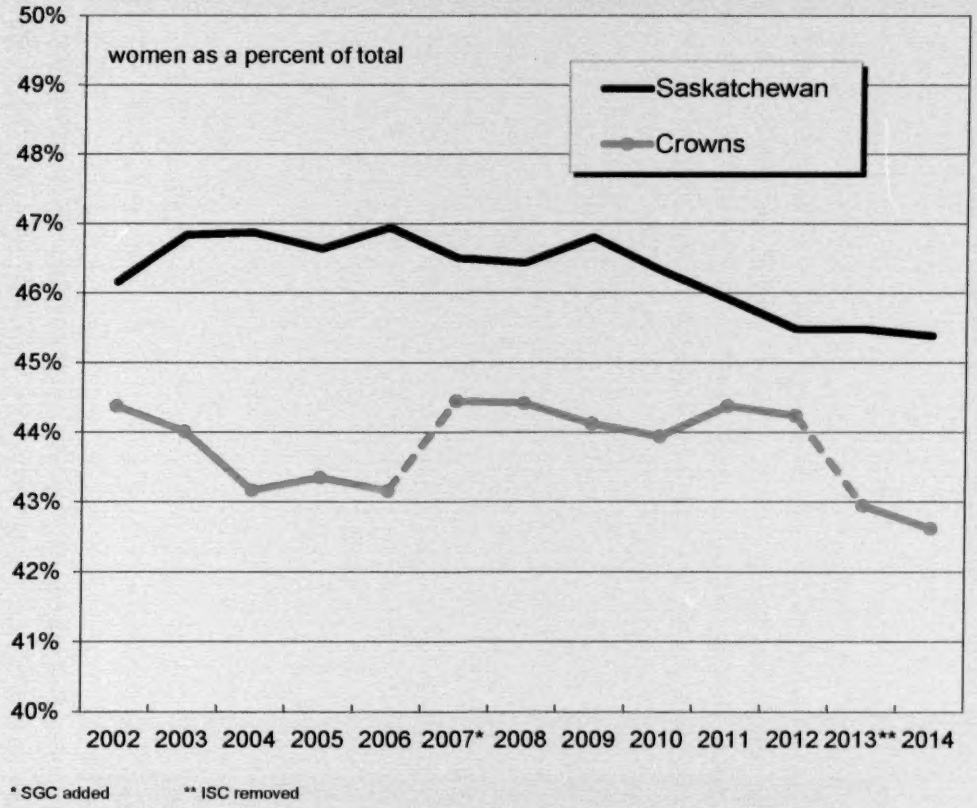
Crown Corporation Employment by Gender



- Over the twelve years ending in 2014, most crowns report no dramatic changes in the proportion of women among their permanent staff.
- Over time, the proportion of female employees has declined slightly at SaskTel and increased at SaskPower, SGI, and STC.

Comparison with Saskatchewan

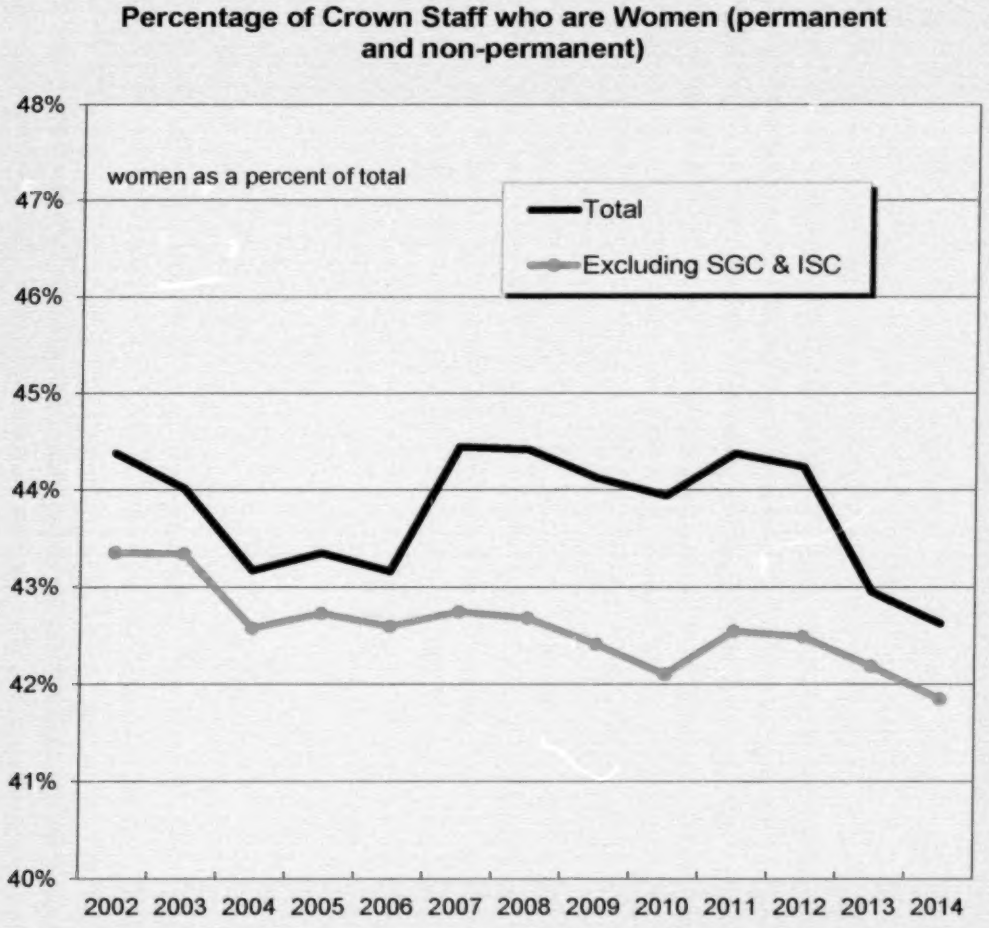
Employment by Sex
Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis Saskatchewan (off Reserve only, annual averages)



* SGC added ** ISC removed

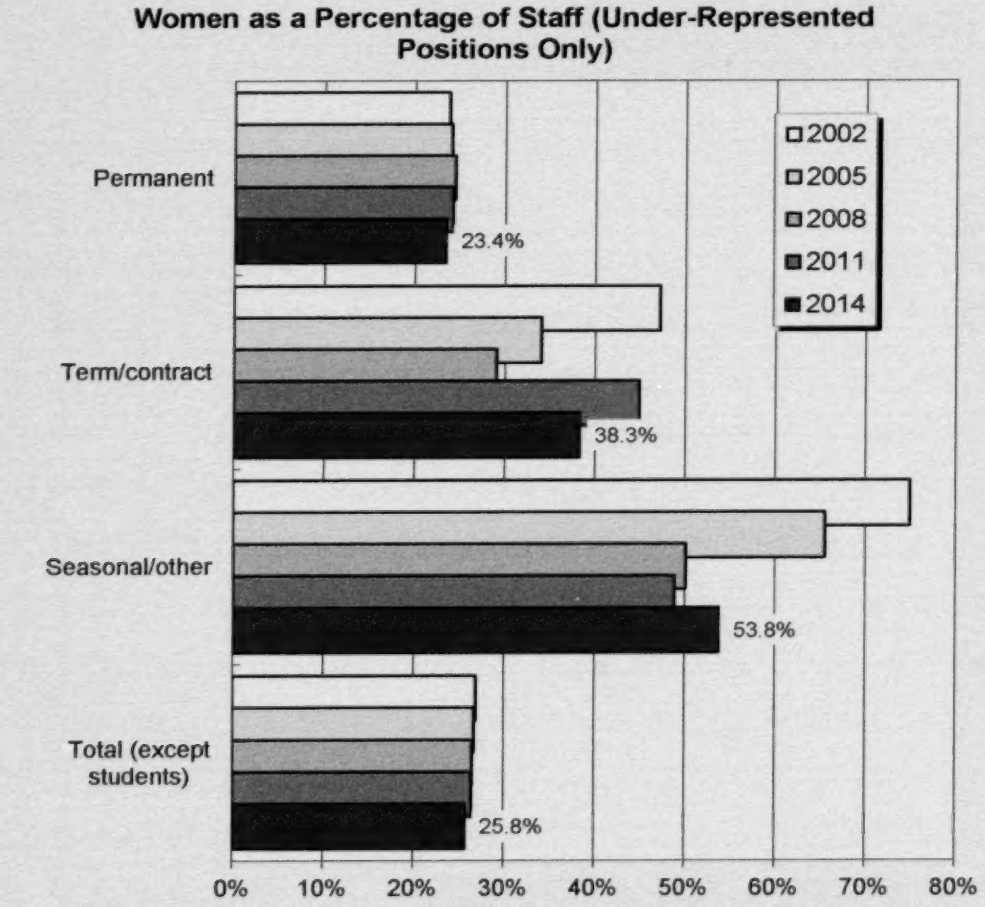
- In the province as a whole, women make up just under 46% of the employed, down from 47% in the mid 2000s.
- This compares with 43% of the permanent and non-permanent crown employees.

Women in the Crowns: Trends Over Time



- Both SGC and ISC employ a relatively high number of women so their inclusion/ exclusion from the totals has a noticeable effect on the overall proportion.
- Removing these two crowns to create a consistent set of statistics lowers the proportion of women working in the crowns from 43% to 42% and shows a gradual downward trend in the proportion of women working in the crowns.

Women in Under-Represented Positions



Note: SGC is excluded in the 2002 and 2005 figures; ISC is excluded in 2014 but included in previous years.

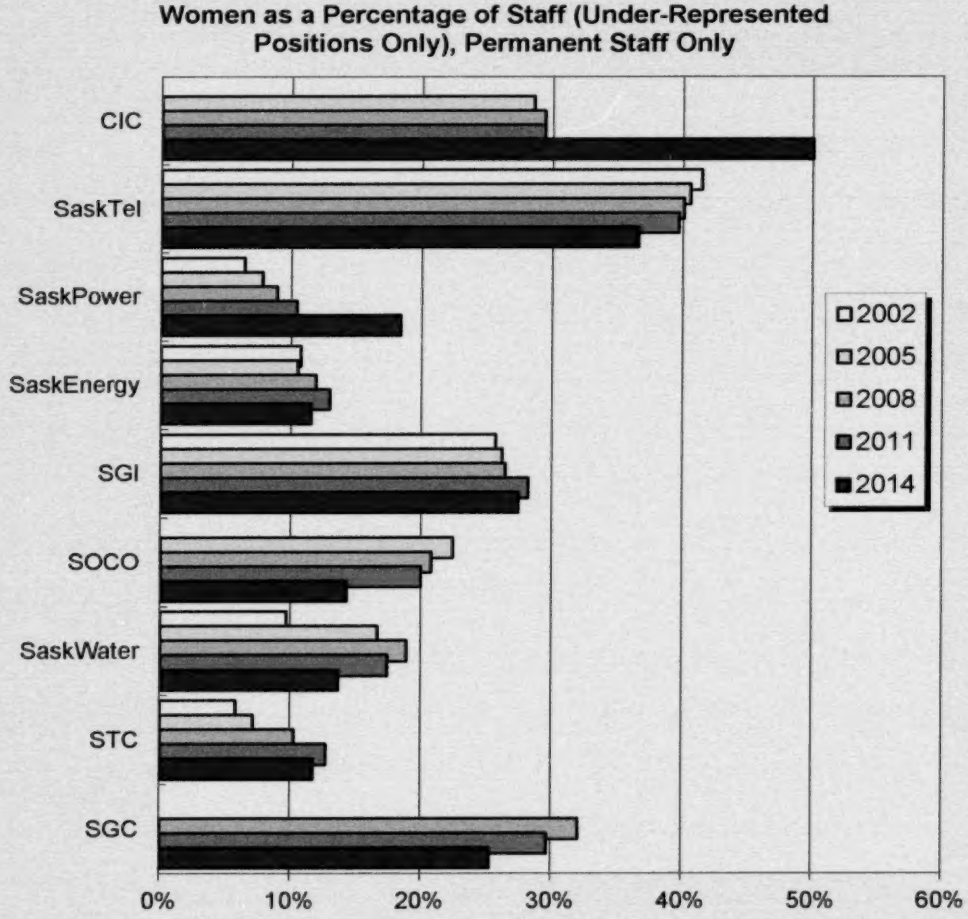
- Using the Saskatchewan Human Rights Commission methodology*, women represent 26% of those working in positions classified as under-represented. (The Commission has a target of 46% for women in these kinds of positions.)
- The proportion is much higher in non-permanent positions than in permanent ones.
- There is no evidence of an upward or downward trend in this indicator.

** As of 2011, the occupations (at the 4-digit NOC level) in which women represent less than 46% of those working are designated as "under-represented". Some of the common examples in the crowns are*

a) electrical engineers (22% women);

b) welders (5%).

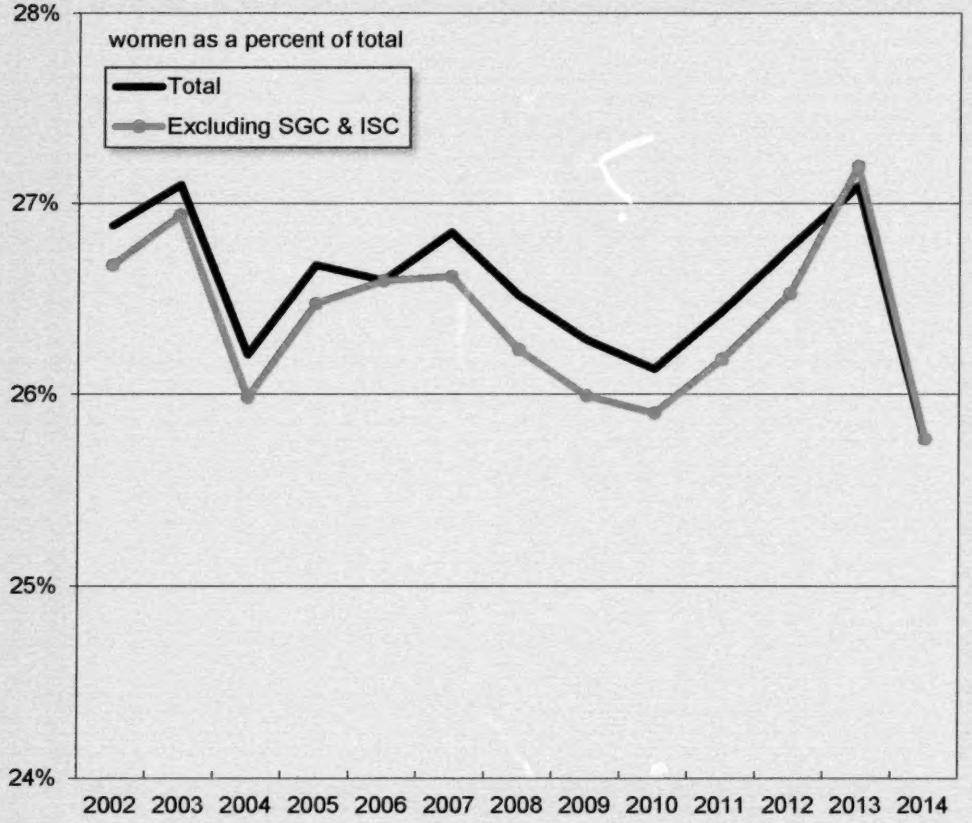
Women in Under-Represented Positions, by Crown Corporation



- In absolute terms, the largest number of women working in under-represented positions are employed at SaskTel. However, the largest proportions are working at SaskTel, SGC, and CIC.
- Many crowns, including STC and SaskPower are making steady progress in increasing the number of women who work in under-represented positions but the proportions are still very low.
- There is a downward trend over the twelve years at SaskTel.

Trends over Time, Women in Under-Represented Positions

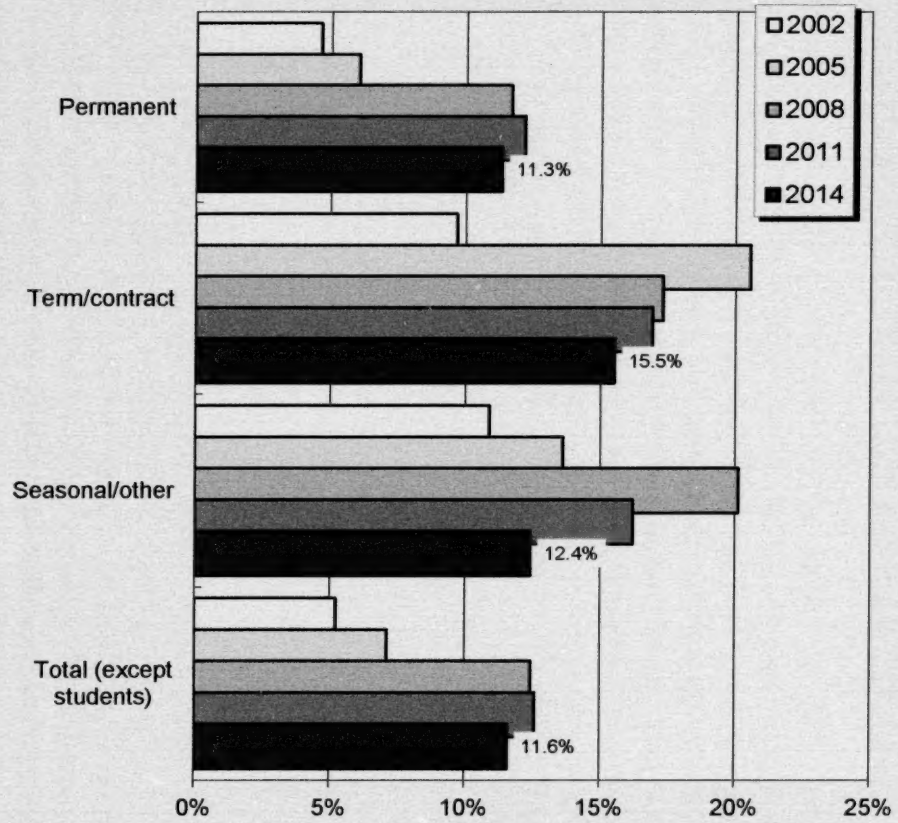
Women as a Percentage of Staff (Under-Represented Positions Only), Permanent and Non-Permanent Positions



- The proportion of crown positions in which a) women are under-represented and b) which are held by women has fluctuated near 26% for the past twelve years.
- The inclusion or exclusion of SGC and ISC in the statistics has little effect on this indicator.
- The decline in 2014 may be partly the result of the switch from 2006 to 2011 NOC codes and the updating of the positions in which women are under-represented.

Aboriginal Identity

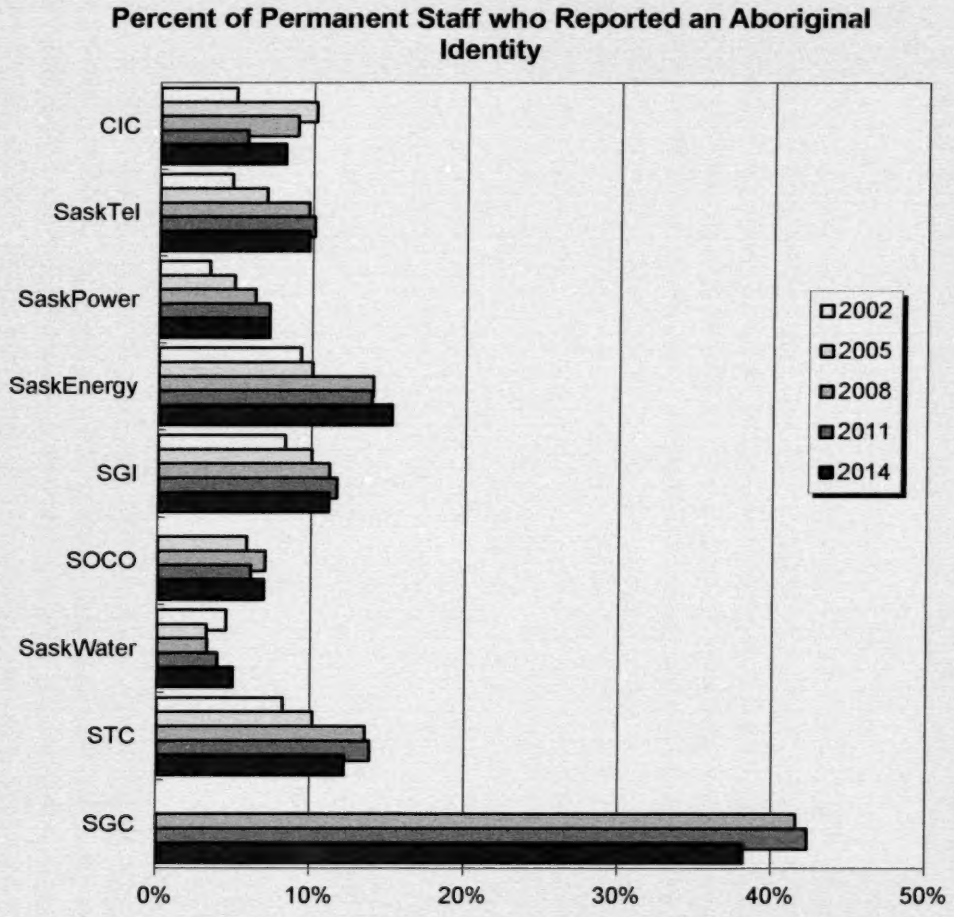
Percent of Staff who Reported an Aboriginal Identity



Note: SGC is excluded in the 2002 and 2005 figures; ISC is excluded in 2014 but included in previous years.

- In absolute terms, and including SGC, there are now approximately 1,366 permanent and non-permanent Aboriginal employees (excluding students) in the crowns, more than double the 570 employees in 2004.
- Aboriginal employees are more common in non-permanent positions than in permanent ones.
- Among students, those reporting an Aboriginal identity make up 16% of the total.

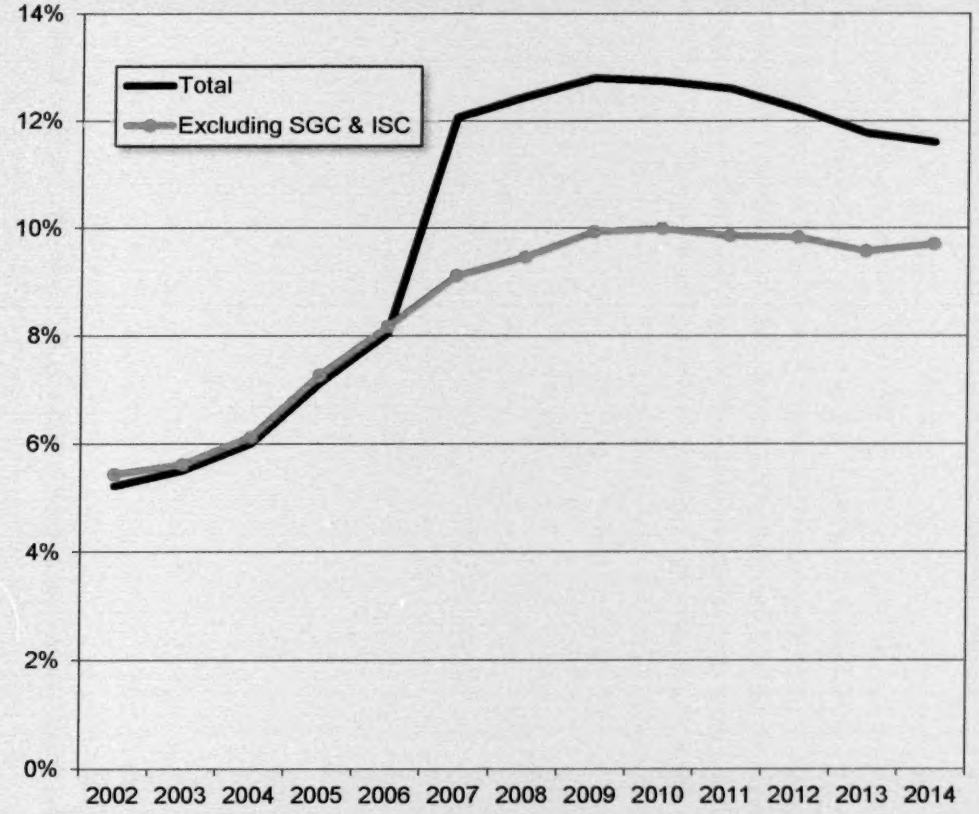
Aboriginal Identity by Crown Corporation



- Most of the crowns show an increase over time in the proportion of staff who are Aboriginal.
- The most consistent increases have been in SaskTel, SaskPower, and SaskEnergy.

Trends in Aboriginal Identity – the Effect of SGC and ISC

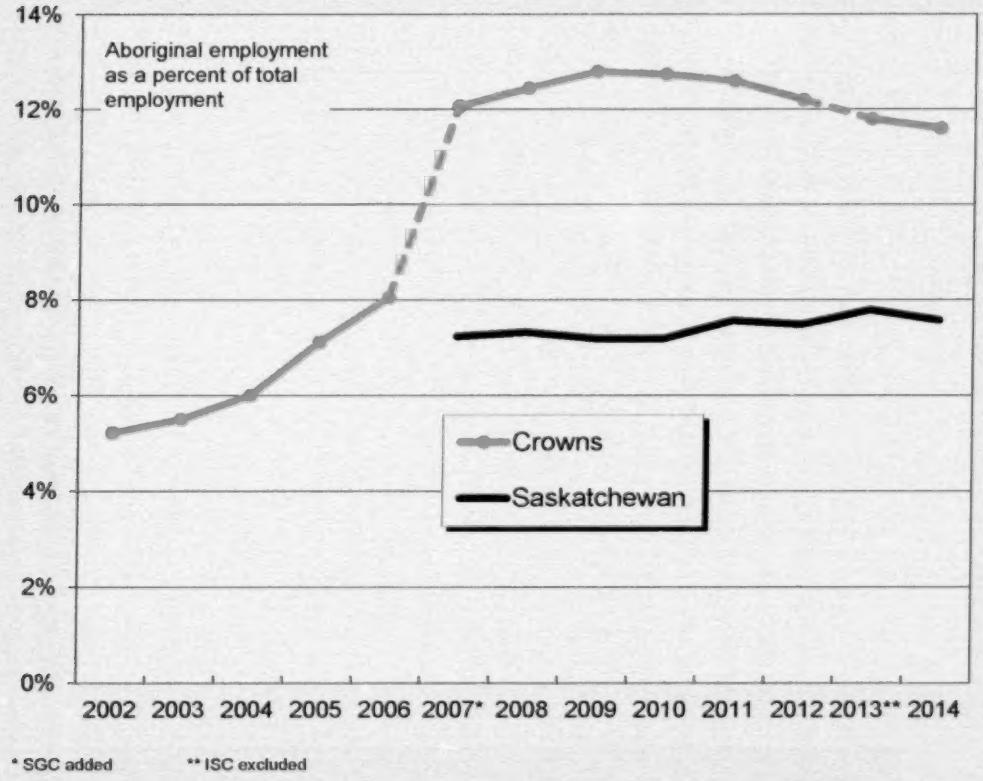
Percent of Permanent and non-Permanent Staff who Report an Aboriginal Identity



- Excluding SGC and ISC, the proportion of permanent and non-permanent staff who self-identify as Aboriginal has increased from 5.4% in 2002 to 10.0% in 2010 before falling back to 9.7% in 2014.
- Including SGC in 2007, changes the proportion to 11.6%.
- The Saskatchewan Human Rights Commission has a target of 13.1% for Aboriginal employees. The crown sector is at 11.6%.

Comparison with Saskatchewan

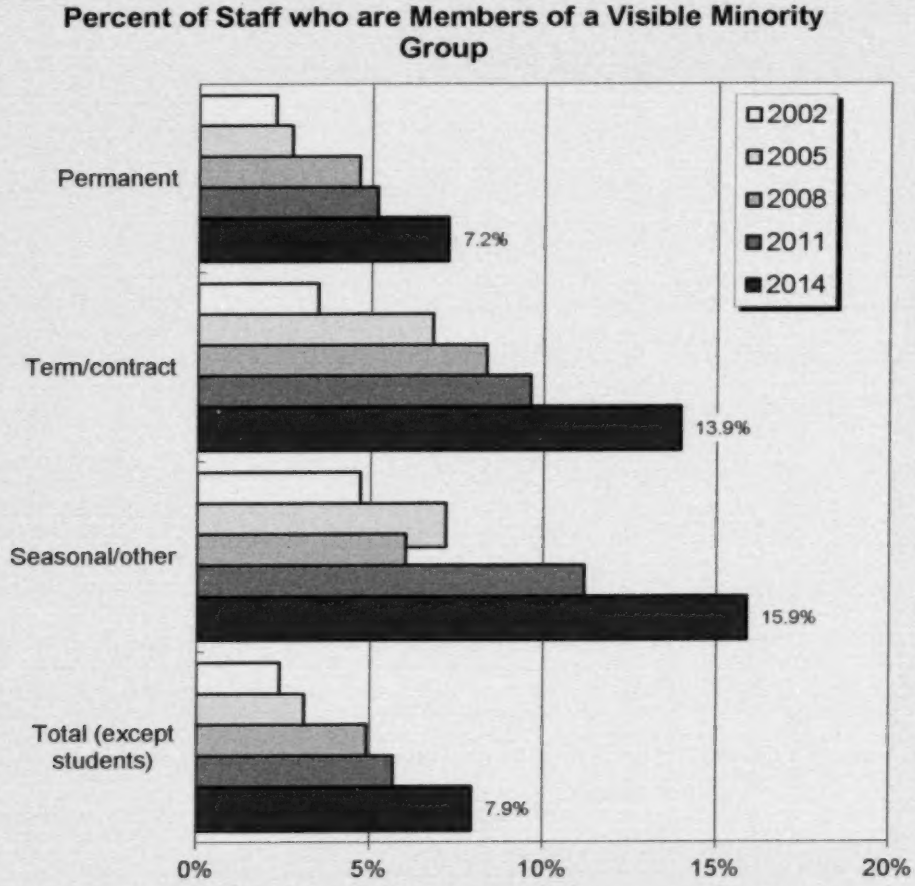
Employment by Aboriginal Identity
Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis Saskatchewan (off Reserve only, annual averages)



* SGC added ** ISC excluded

- Excluding the population living on Reserve (where the Labour Force Survey is not conducted), Aboriginal people make up just under 8% of the employed persons in Saskatchewan.
- This compares with 11.6% of the permanent and non-permanent crown staff in 2014.

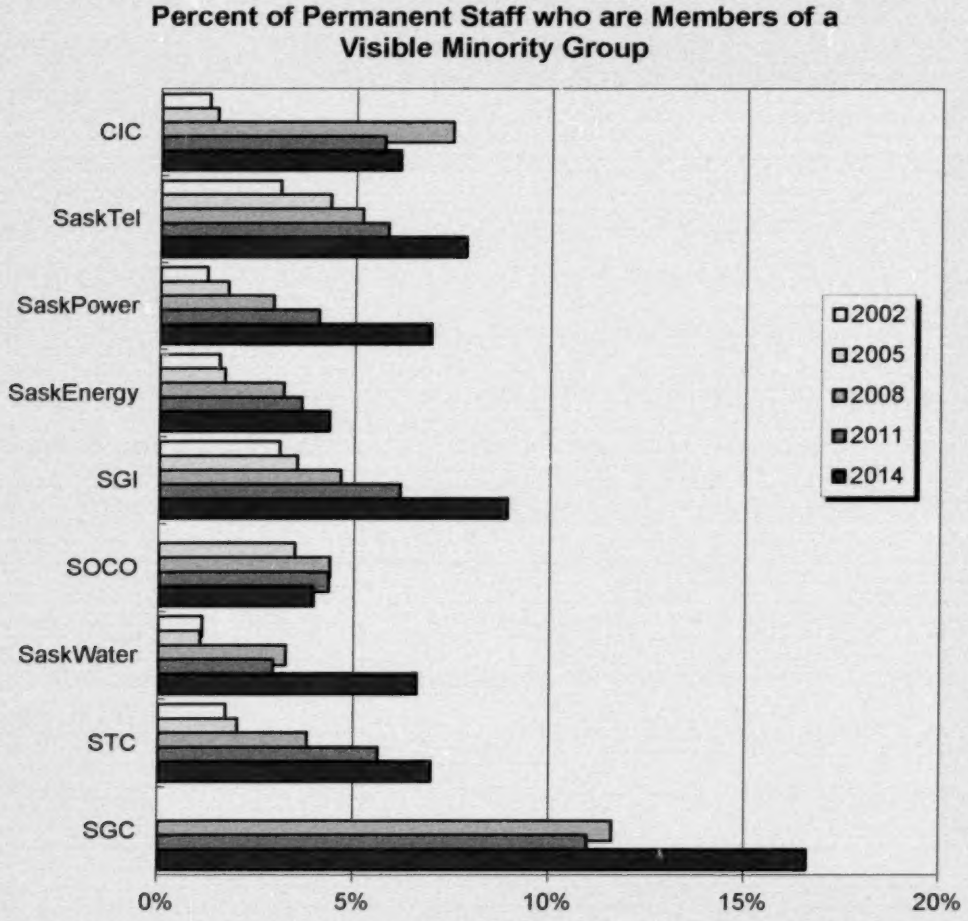
Membership in a Visible Minority Group



Note: SGC is excluded in the 2002 and 2004 figures; ISC is excluded in 2014 but included in previous years.

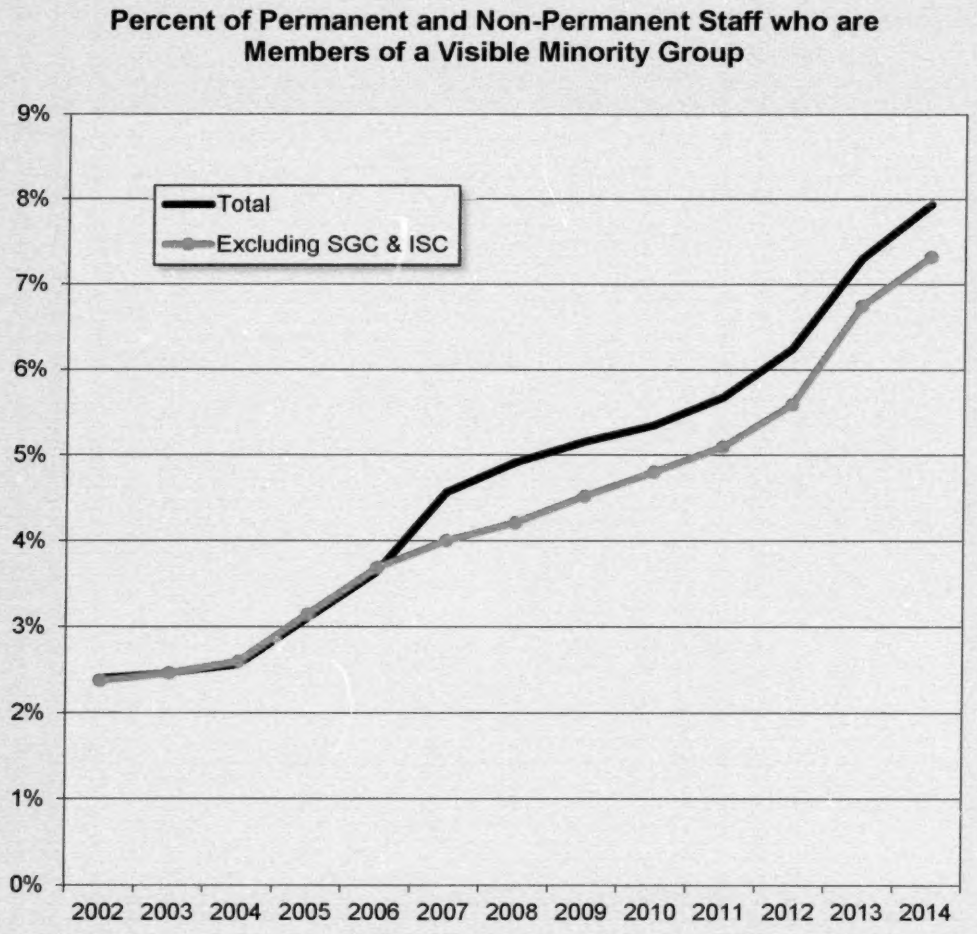
- As with Aboriginal employees in the crowns, those who are members of a visible minority group are much more common among non-permanent staff and among students than among permanent staff.
- The proportion of permanent staff who are members of a visible minority group has increased steadily from 2.2% in 2004 to 7.2% in 2014.
- The proportion increases to 7.9% if non-permanent staff are included.
- The proportion of 2014 students who were members of a visible minority group was 13%.

Visible Minority Membership by Crown



- The upward trend among members of a visible minority group is largely a consequence of increases in the four larger crowns – SaskPower, SGI, and SaskTel, and SaskEnergy.
- The Saskatchewan Human Rights Commission's target is 3.8% for employees who are members of a visible minority group; 6.6% in the cities of Saskatoon and Regina.

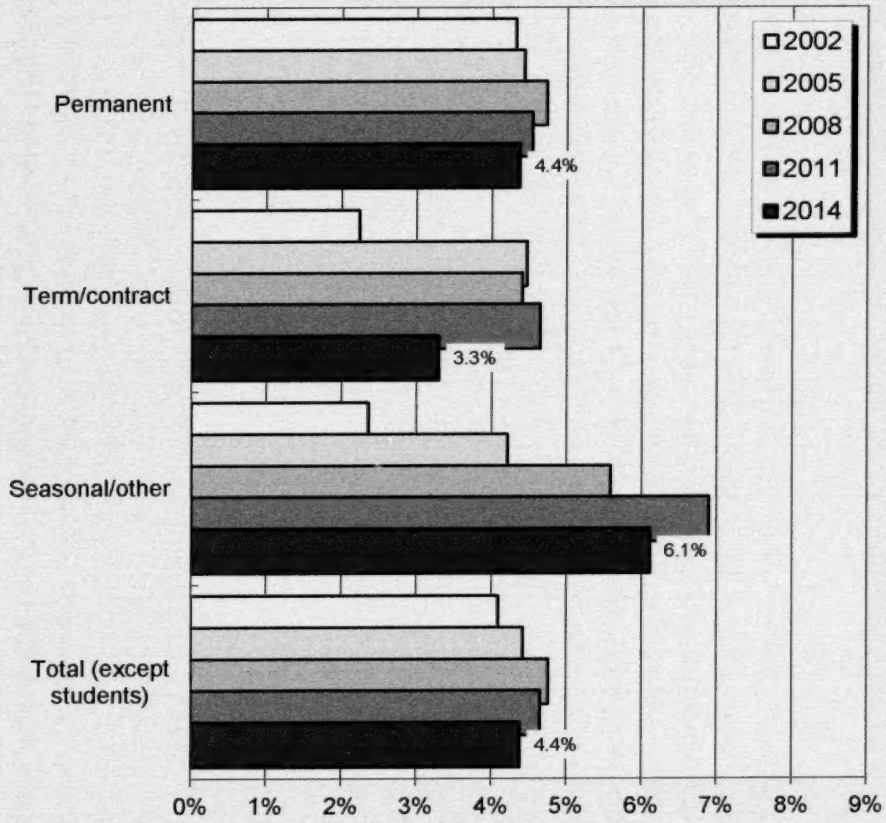
Trends in the Number of Staff who are Visible Minority Group Members



- Whether or not SGC and ISC are included or excluded, there is a clear upward trend in the proportion of permanent and non-permanent staff who self-identify as members of a visible minority group.

Persons Reporting a Disability

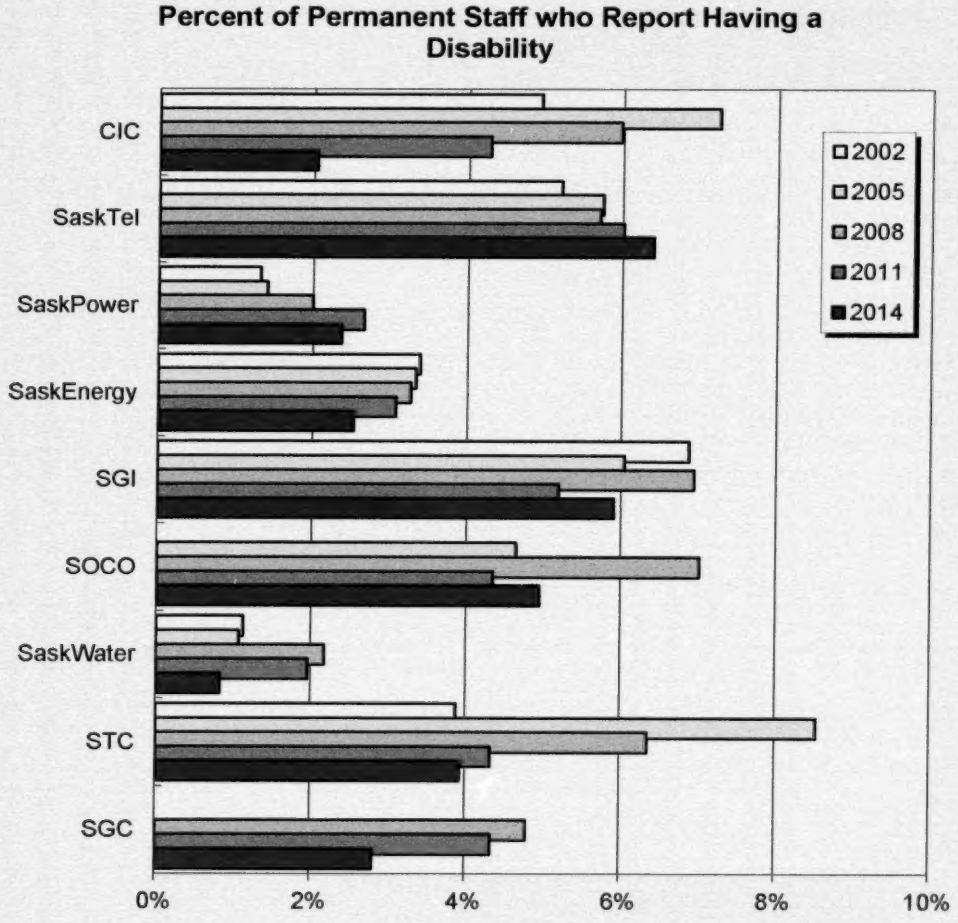
Percent of Staff who Report Having a Disability



Note: SGC is excluded in the 2002 and 2005 figures; ISC is excluded in 2014 but included in previous years.

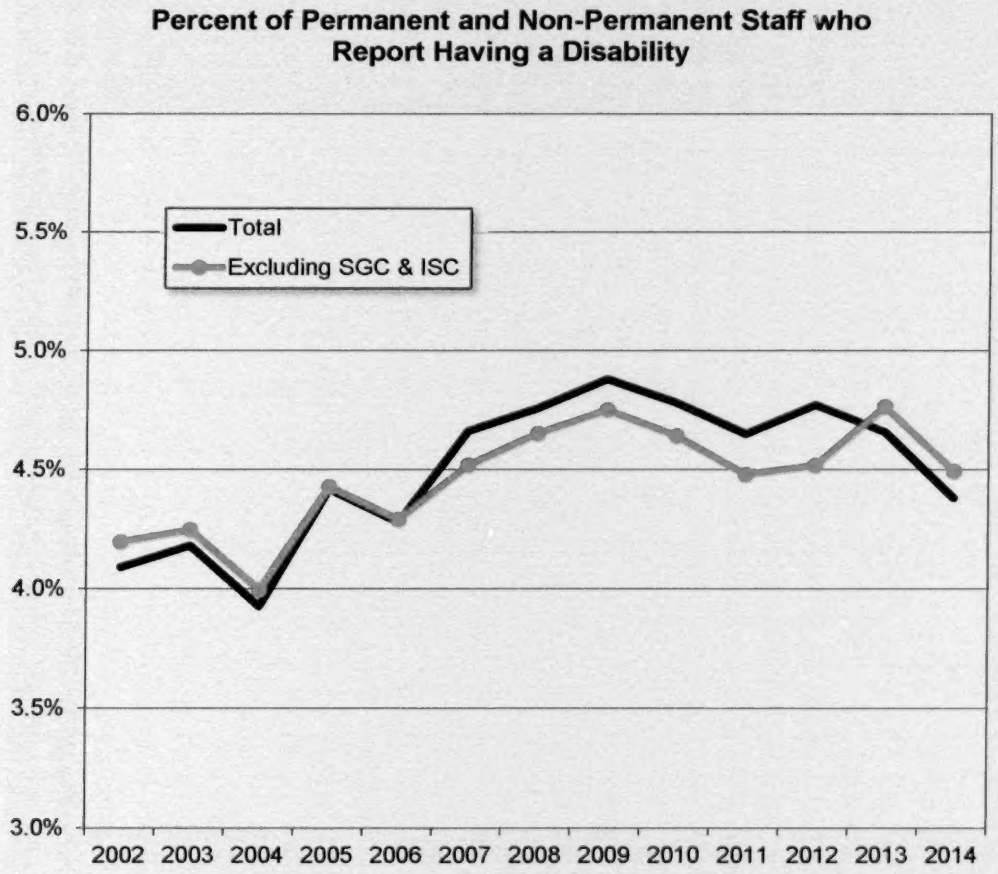
- The proportion of permanent and non-permanent staff who report a disability has grown only slightly, increasing from 4.1% in 2002 to 4.4% in 2014.
- The proportion of 2014 students who reported a disability was 1.3%.

Persons Reporting a Disability by Crown



- Those who report a disability are less common at CIC, SaskPower, SaskWater, and SaskEnergy.
- The proportion at SaskTel, on the other hand, is relatively high and increasing.
- The Saskatchewan Human Rights Commission has a target of 9.7% for employees who report a disability.

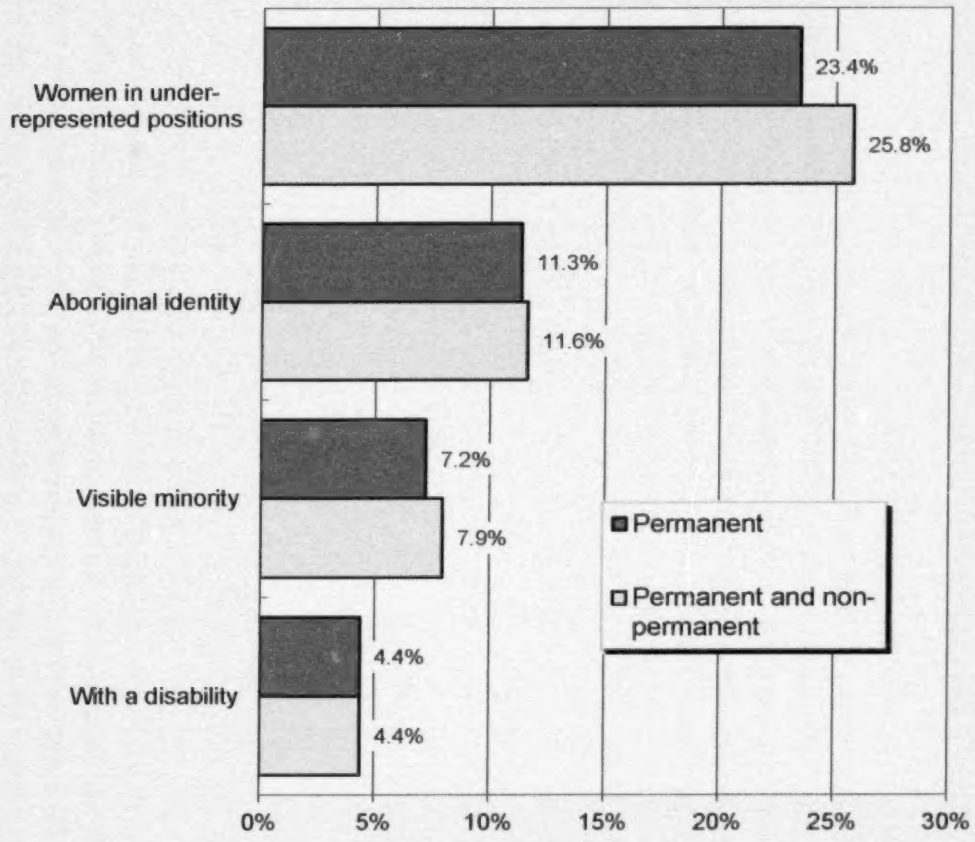
Trends in the Proportion of Crown Staff Reporting a Disability



- From 2002 to 2009, there was a gradual but slow upward trend in the proportion of permanent and non-permanent crown staff who report a disability.
- Since then, the trend has reversed and the proportion has declined slightly.
- The decline in 2013 and 2014 is partly because ISC is no longer included in the data. ISC had a relatively large number of employees who reported having a disability.

Summary of Diversity Measures for 2014

Percent of Staff in Target Groups, 2014

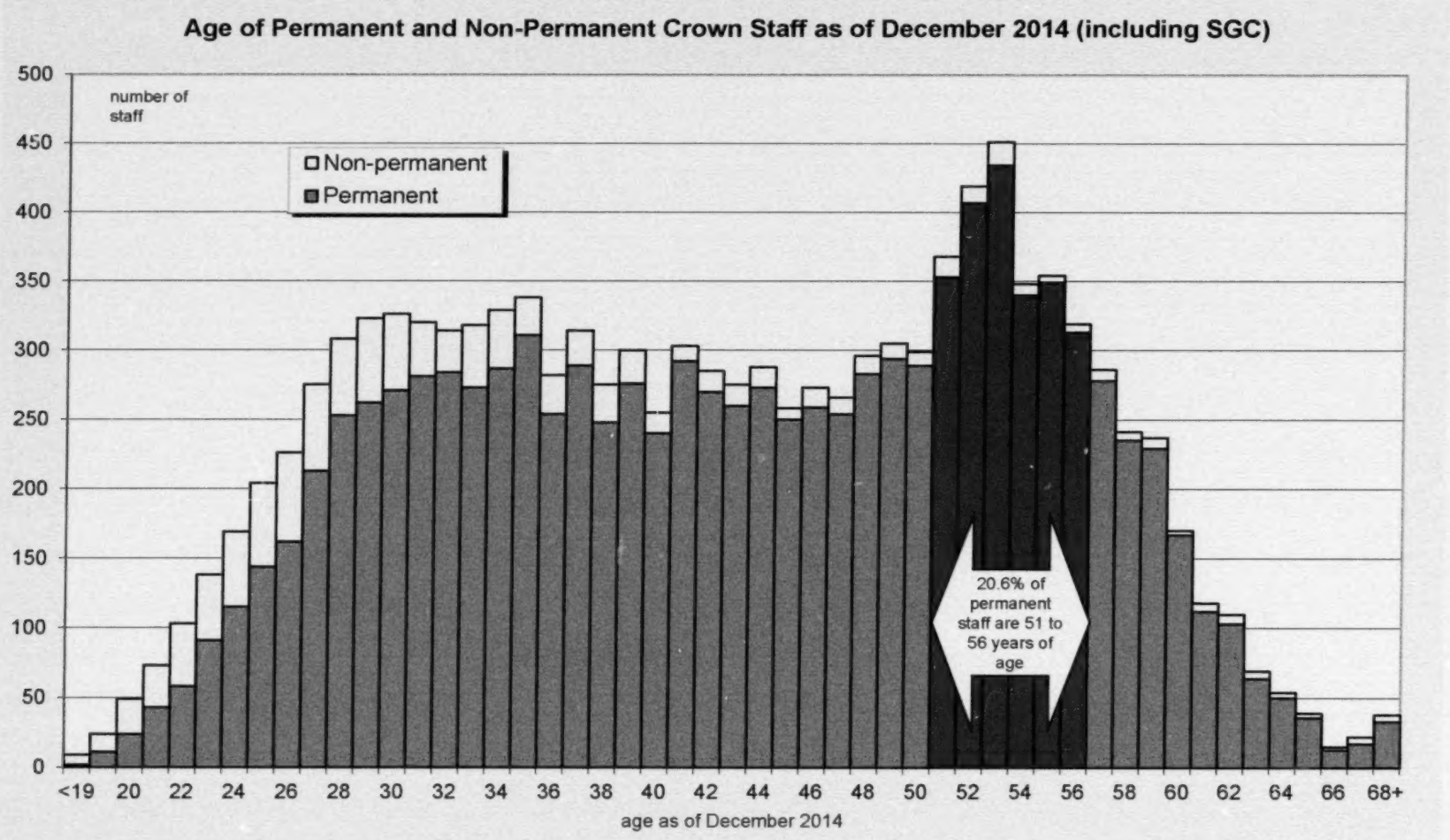


- The proportion of permanent and non-permanent staff in the crowns who are Aboriginal was 11.6% at the end of 2014.
- At the same point in time, 7.9% and 4.4% were, respectively, members of a visible minority group or reported having a disability.
- Women represent approximately one in four employees in under-represented positions.
- In three of the four designated groups, the proportions are higher among non-permanent staff than among permanent staff.

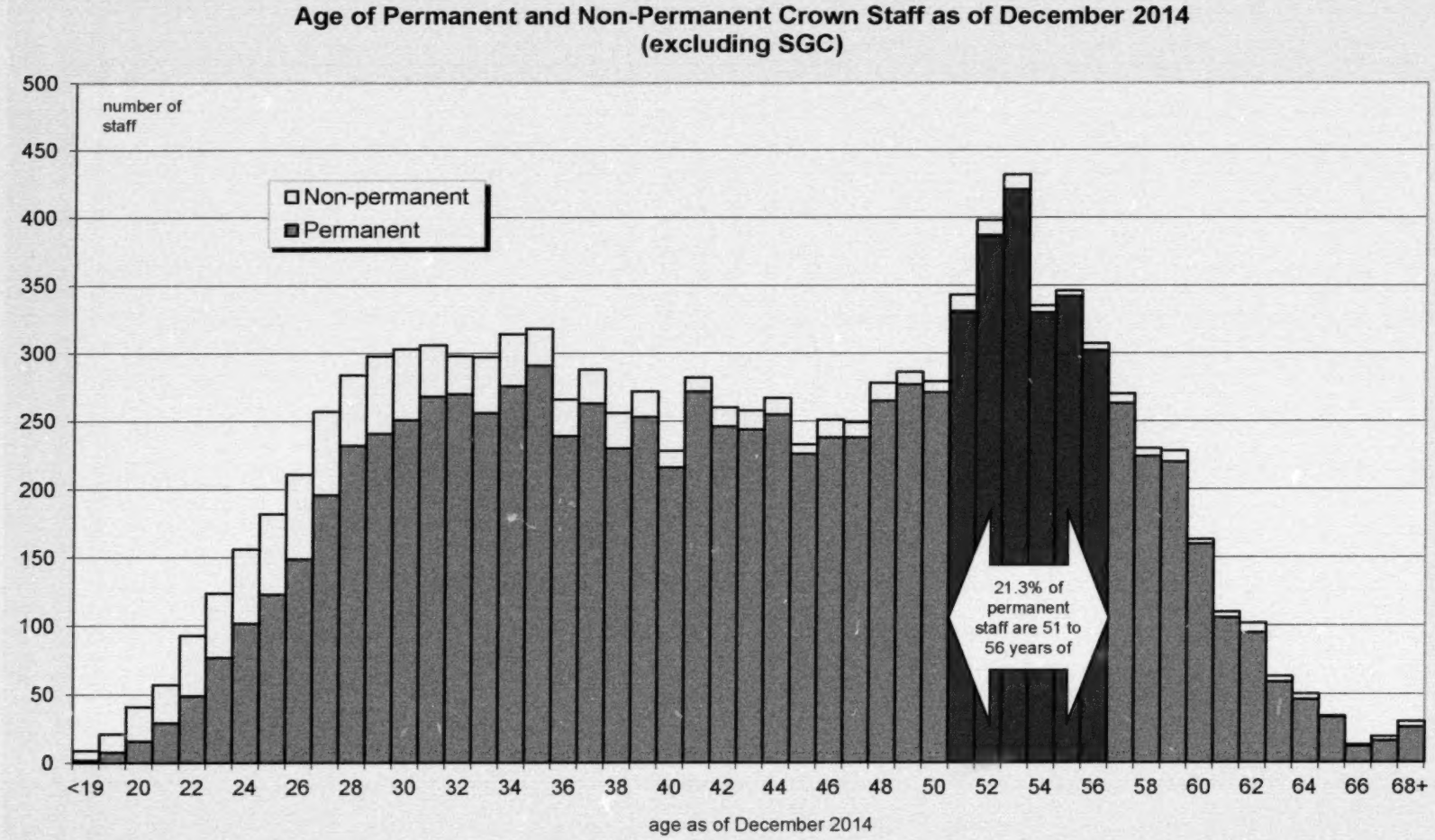
Age, Tenure, and Retirements

In many of these statistics about age, tenure, and retirements, SGC is excluded because a) the Crown has only been in existence since 2007 so the staff have abnormally short tenure and b) there are no trends in retirement data.

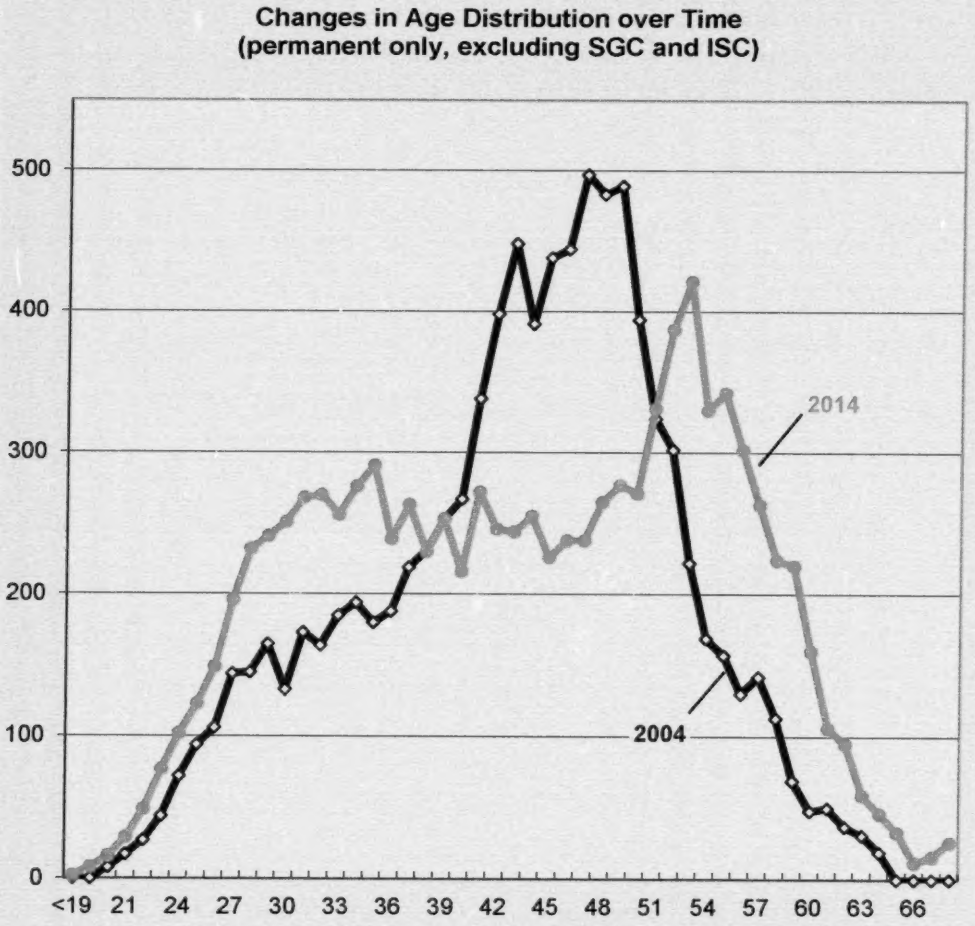
The "Bubble": Crown Employees by Individual Age, 2014



The "Bubble": Crown Employees Excluding SGC, 2014



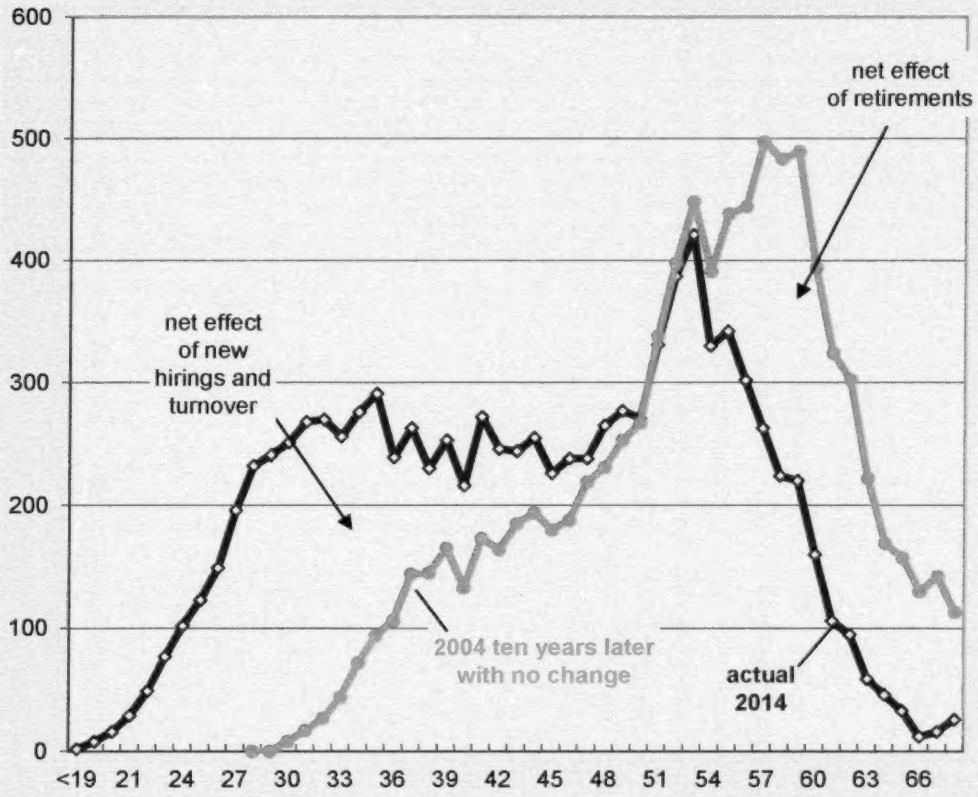
The Bubble Advances



- Over the years from 2004 to 2014, the "bubble" has shifted to the right in the age distribution. The peak has narrowed.
- The general aging of the staff over the years shows as a dramatic decline among those in their forties and a corresponding increase among those in their early fifties.
- That trend is accompanied by a steady increase in the proportion of permanent staff 60 or older.
- The number of permanent staff under 35 is also increasing.
- In 2004, the most common age was 47 to 49 years of age. In 2014, it was 53 years of age.

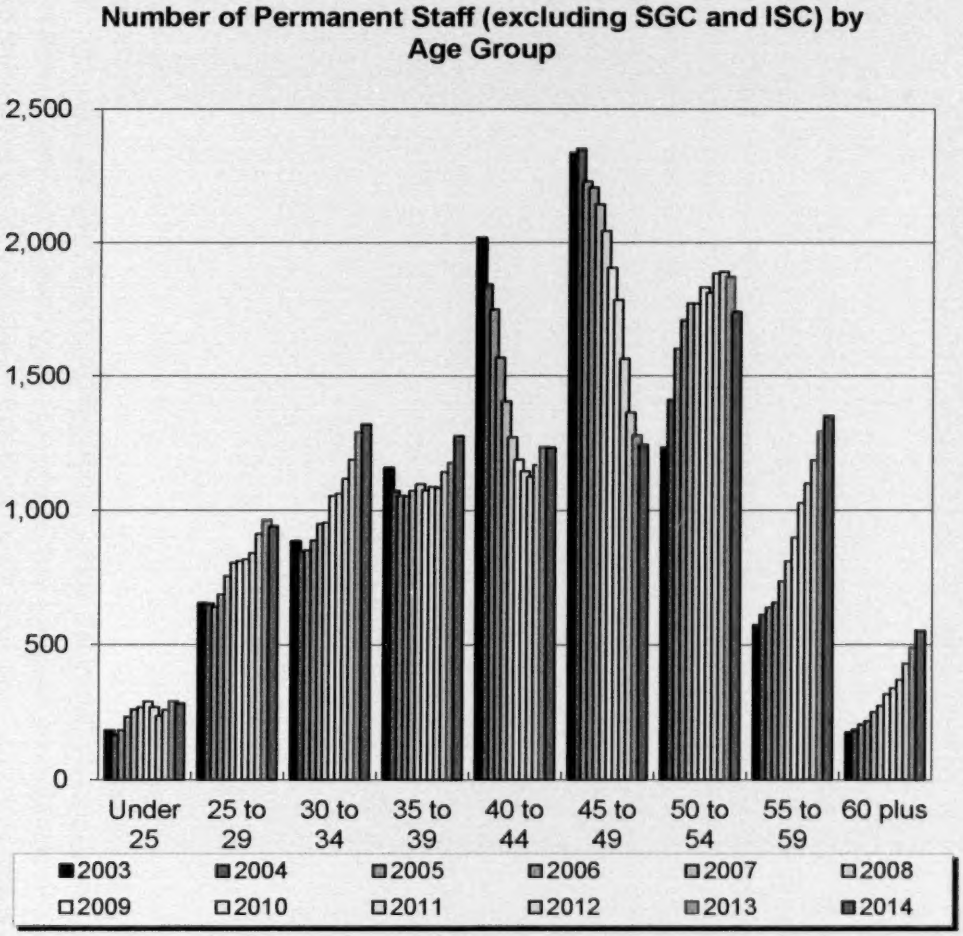
Effect of Crown Sector Human Resource Initiatives

Effect of Retirement and non-Retirement Turnover, "Managing the Bubble" Initiatives, and New Hirings on the Ages for Permanent Crown Employees (excluding ISC and SGC)



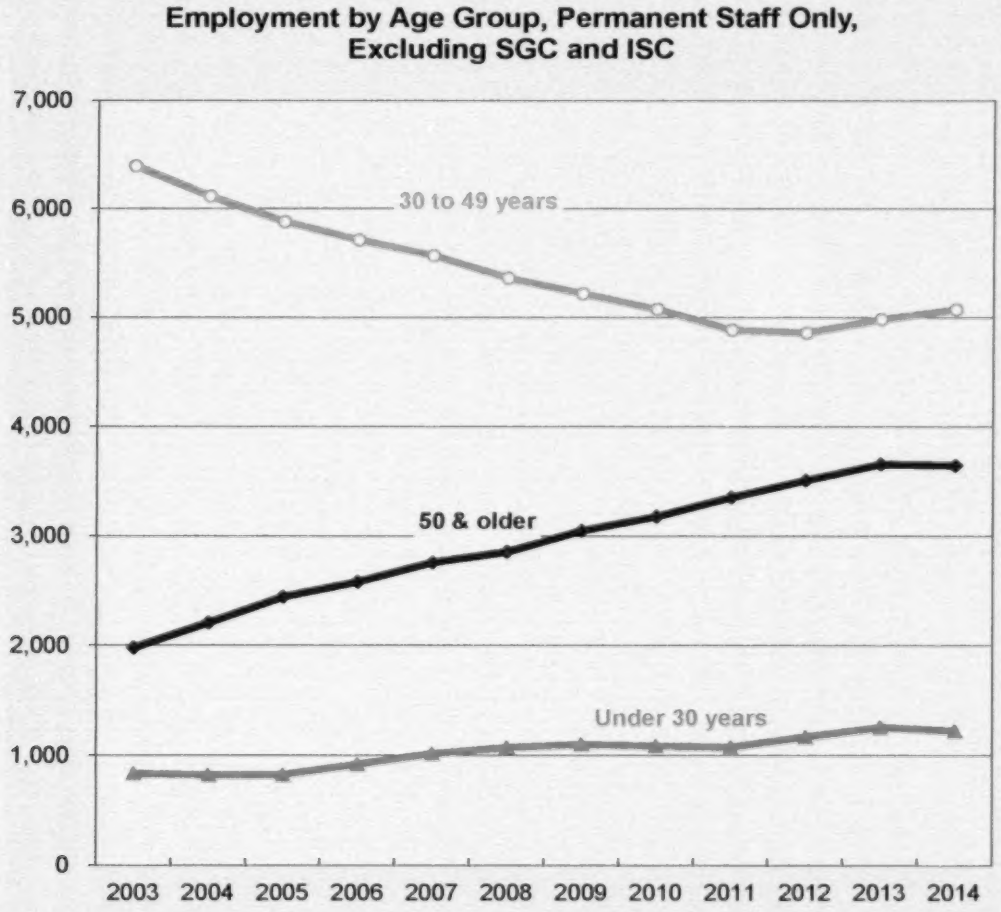
- This chart shows the effect of changes in the age of permanent staff from 2004 to 2014 with the effect of natural aging removed.
- The differences between the lines at older age groups will largely be the result of retirements (including early retirements).
- In younger age groups, the differences are largely from hiring younger staff, net of the relatively high turnover in this age group.
- The net effect of the changes over the period has been to "dampen" the peak which, without interventions, would have led to a very large number of staff in their fifties. Instead, the peak of the "bubble" is at age 53, only a few years older than in 2004.

Potential Retirements



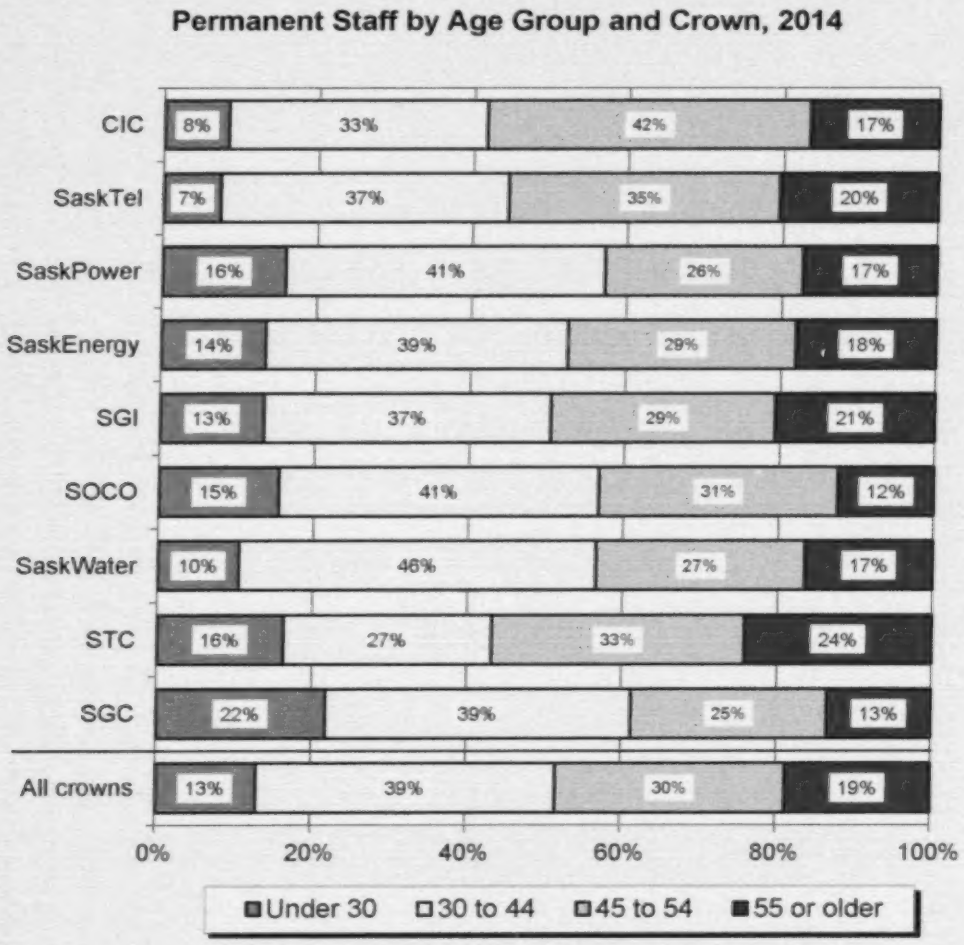
- In 2014, the average retirement age among permanent crown employees was 59 years.
- The figure shows an increasing number of permanent crown employees who are 55 & older and therefore potential retirees. (553 of these were 60 or older in December 2014.)
- The number of younger crown employees (under 35 years of age) is also increasing.
- The most rapid decline is among those in their late forties. The number of employees in the 45 to 49 age group has fallen from 2,336 in 2004 to 1,244 in 2014.

Changes in the Age of Crown Employees



- This is another view of the same trend, showing that the number of staff in the 30 to 49 age group declined steadily from 2004 to 2012 before starting to increase in 2013.
- Over the same period, the number 50 & older grew steadily before levelling off in 2014.

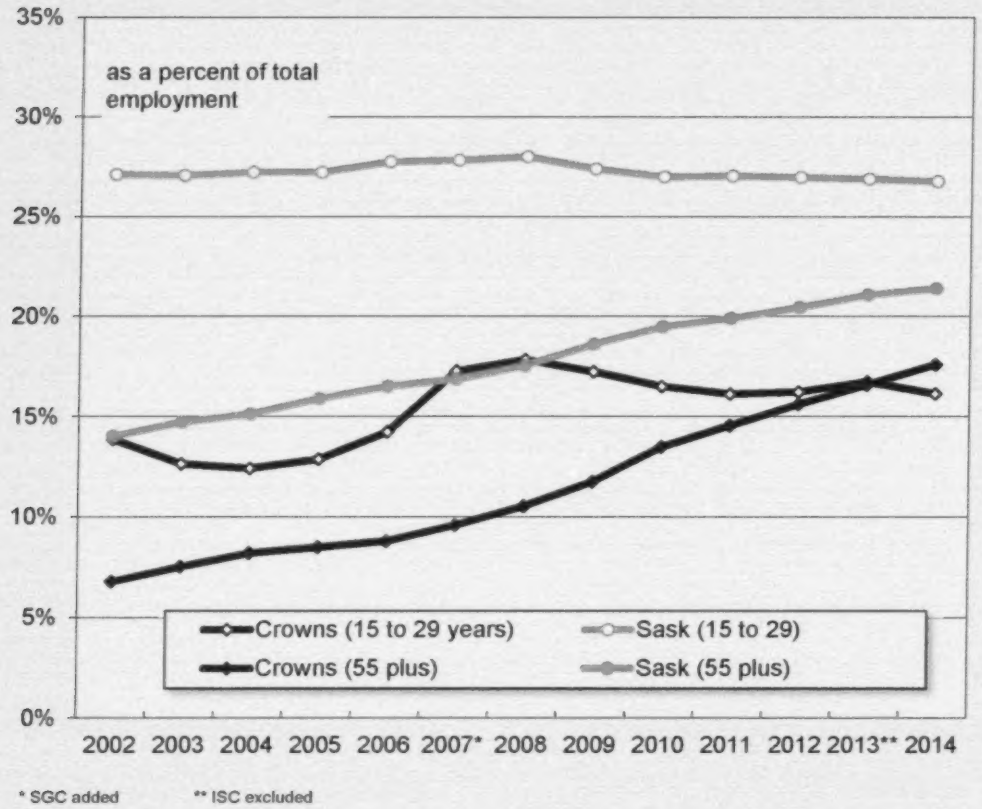
Age by Crown Corporation, 2014 (Permanent Staff Only)



- The proportion of permanent staff who are 55 or older is highest at STC.
- The proportion of staff who are under 30 years of age is highest at SGC and lowest at CIC and SaskTel.
- At least part of the reason for the relatively small number of young people at SaskTel and CIC will be the lack of growth in those crowns in recent years.
- Those in the pre-retirement age group (45 to 54) are most common at CIC, SaskTel and STC and least common at SGC, SaskPower, and SaskWater.

Comparison with Saskatchewan

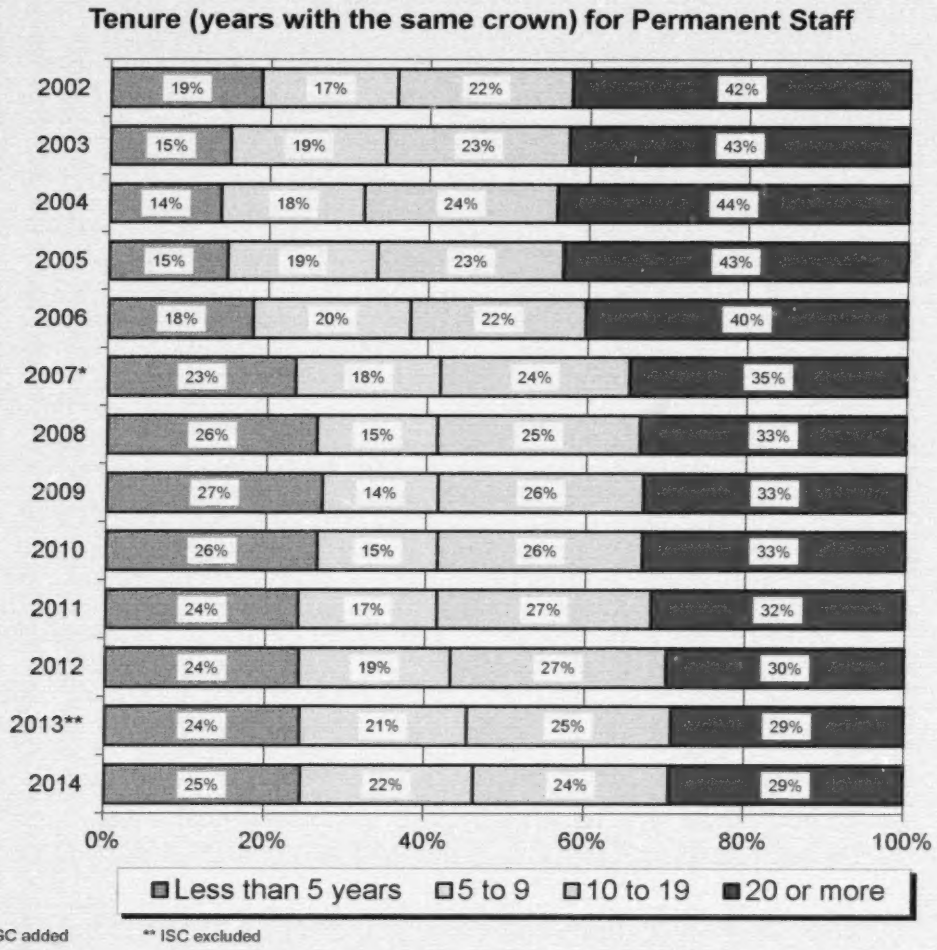
Employment by Age Group
Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis Saskatchewan (off Reserve only, annual averages)



* SGC added ** ISC excluded

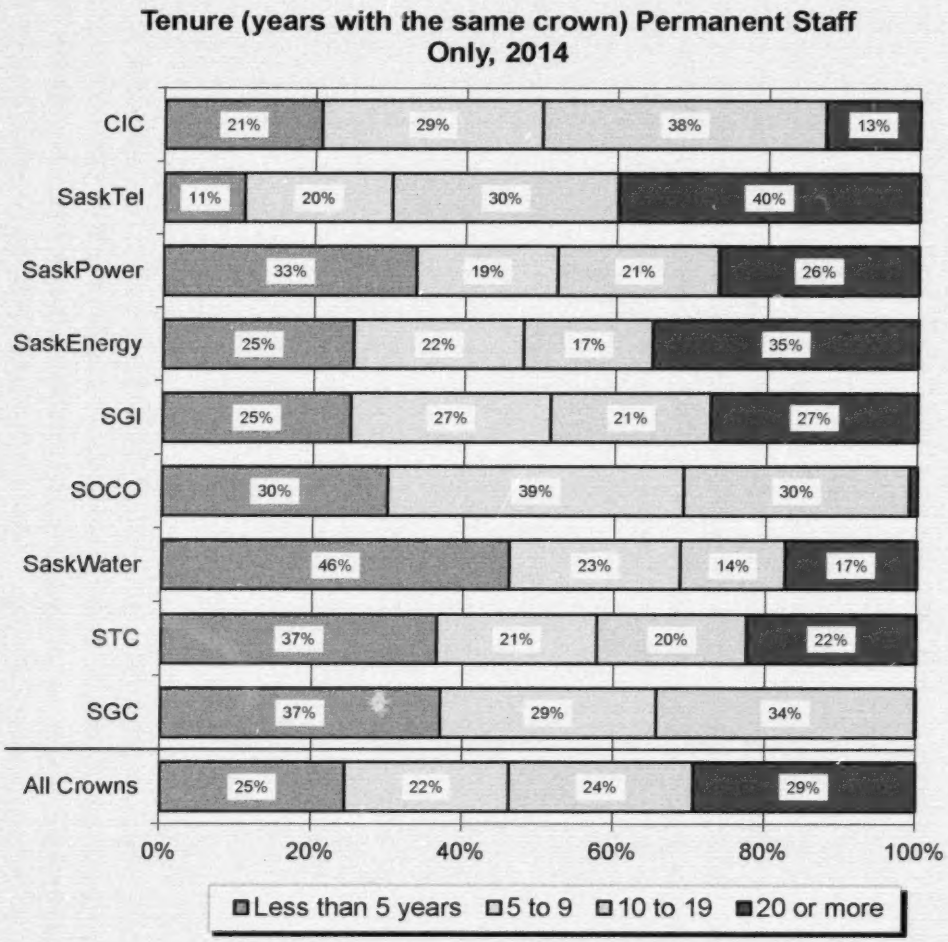
- Compared with all those employed in Saskatchewan, the crowns have fewer staff in the 55 and older age group – 18% compared with 21% – but there is a similar upward trend as in the province as a whole.
- The crowns employ far fewer young people – 16% compared with 27% in the province as a whole. Note that the provincial figures for this age group will include a large number of students working part-time.

Tenure (years with the same crown)



- Average tenure among permanent staff is gradually stabilizing after declining in the mid 2000s.
- Including SGC, the average tenure in 2014 was 14.0 years compared with 16.7 years in 2004.

Tenure by Crown, 2014

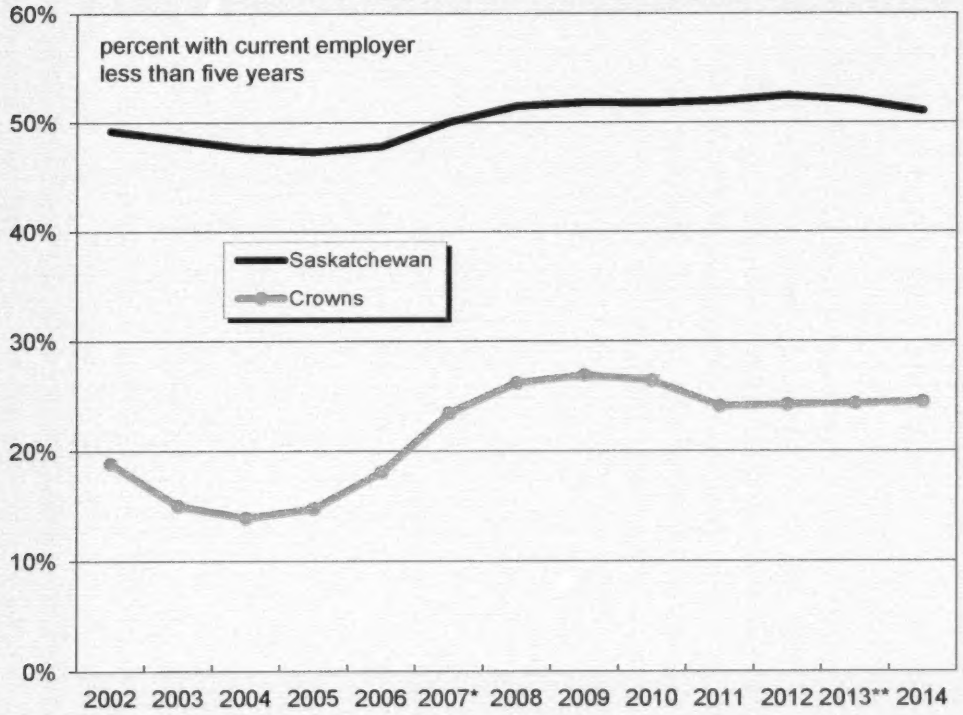


- The crowns with the highest proportions of new employees (fewer than 5 years tenure) are:
  - SaskWater (46%);
  - SGC (37%); and
  - STC (37%).

- At the other end of the scale, the crowns with the most number of employees with twenty or more years of tenure are:
  - SaskTel (40%); and
  - SaskEnergy (35%).

Tenure Comparison with Saskatchewan

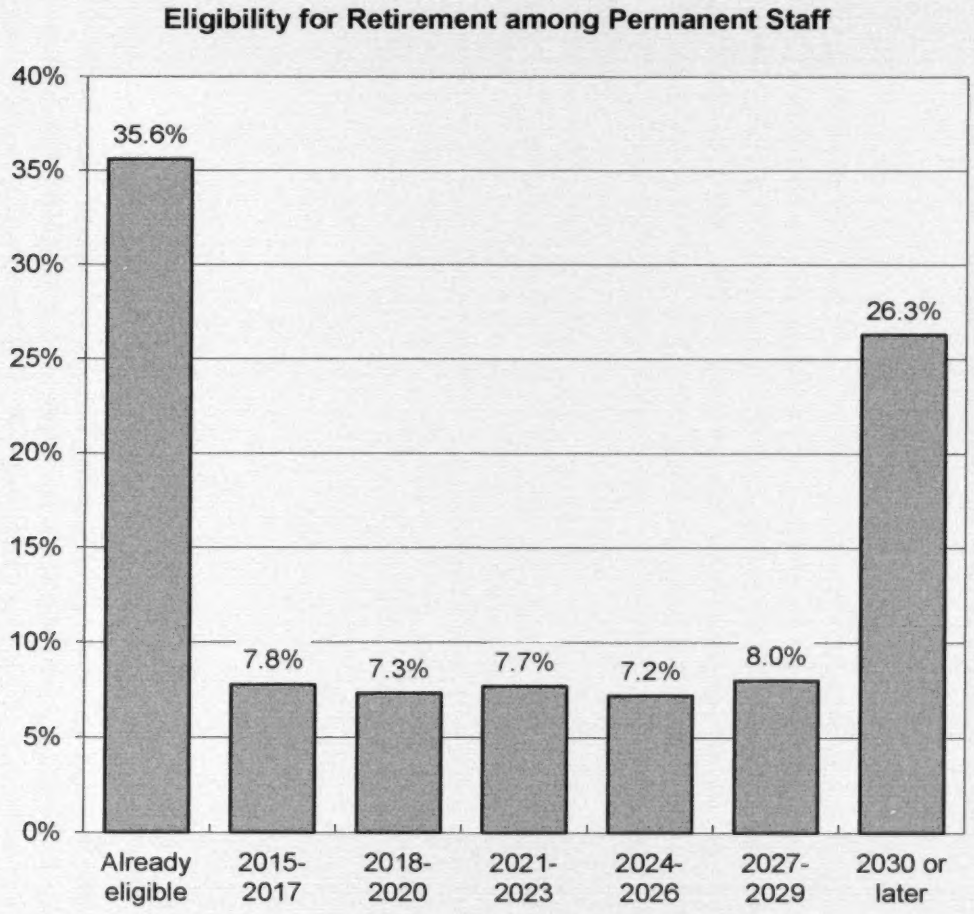
Employment by Tenure
Crown Corporations (permanent and non-permanent as of Dec)
Relative to Saskatchewan (off Reserve only, annual averages)



* SGC added ** ISC excluded

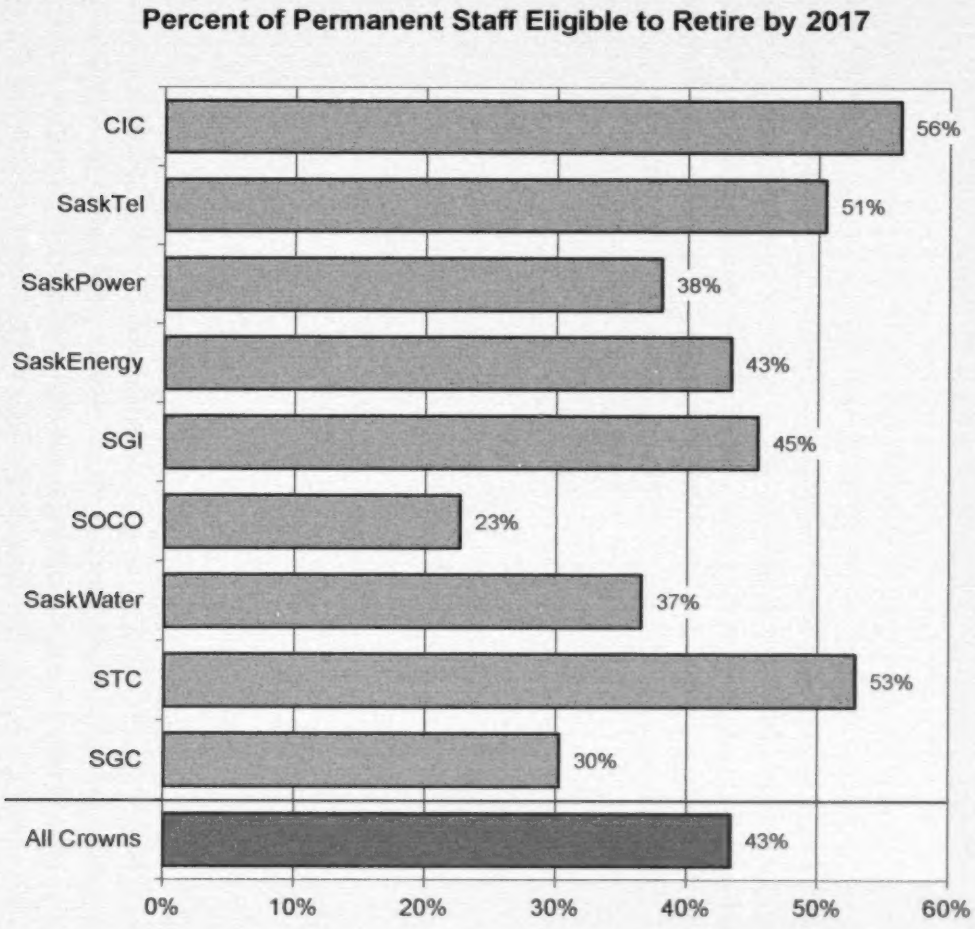
- The percentage of persons who have been with their current employer for less than five years is over 50% in Saskatchewan.
- This compares with 24% in the crowns.

Eligibility for Retirement



- Retirement eligibility is defined as the earliest year in which the permanent staff member can retire without penalty.
- Most staff will work well beyond this date because, with the defined-contribution pension plans, this is just the year they turn fifty years of age. Eligibility for retirement may however, affect the employee's sense of attachment to their employer.
- As of 2014, more than one half of the permanent staff could retire by 2020.

Retirement Eligibility by Crown



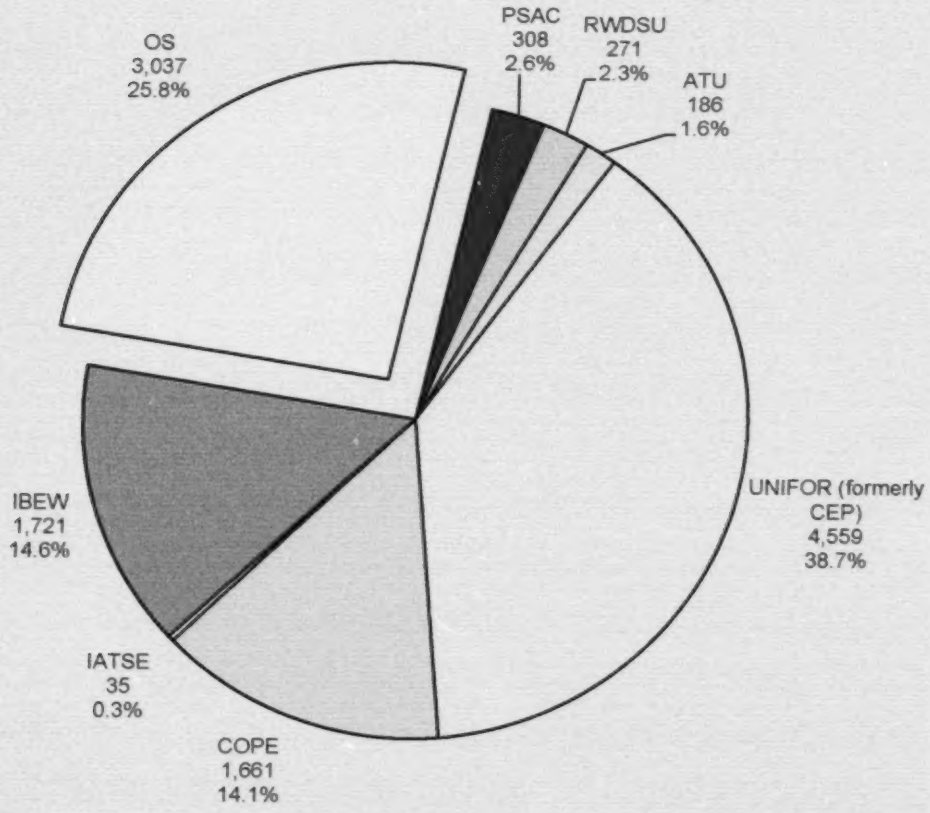
- The proportion of staff who are already eligible or soon will be eligible to retire is noticeably lower at SOCO and SGC.
- All of the other crowns are equally at risk of a large number of staff choosing to retire in the short term.

Characteristics of Positions

- Scope
- Salary
- Location
- Occupation and Skill Level

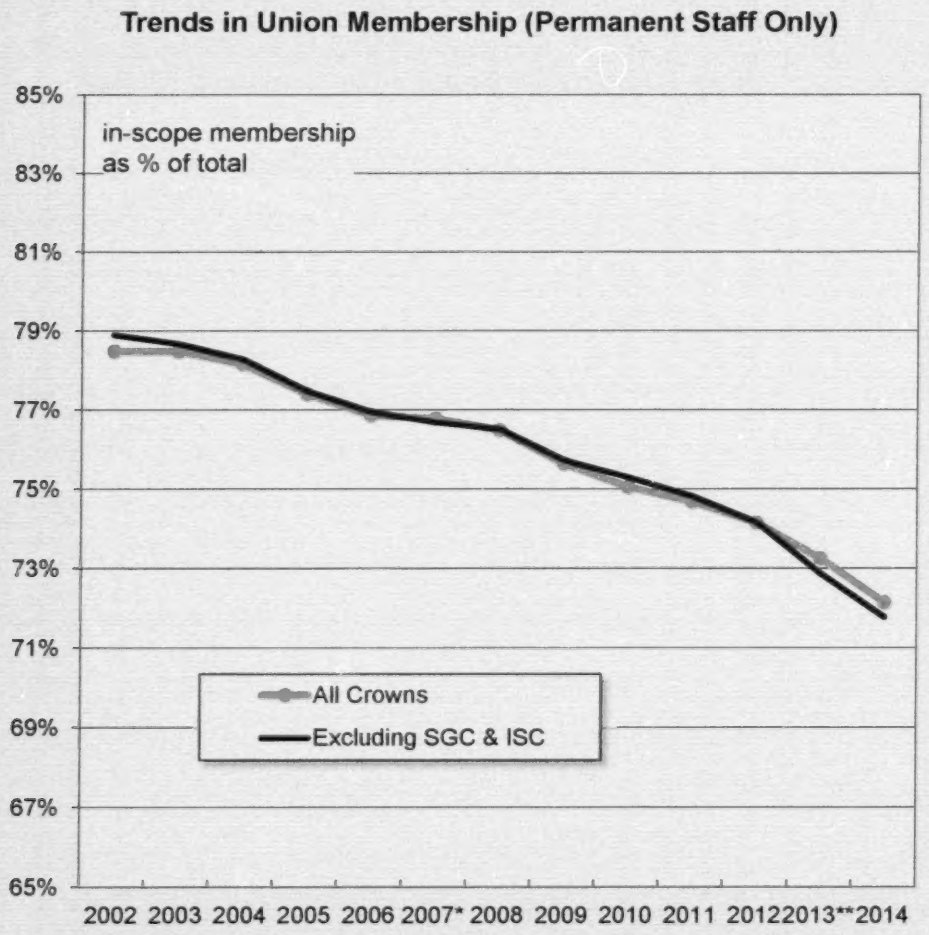
Union Membership

Union Membership Among Permanent and Non-Permanent Employees, 2014



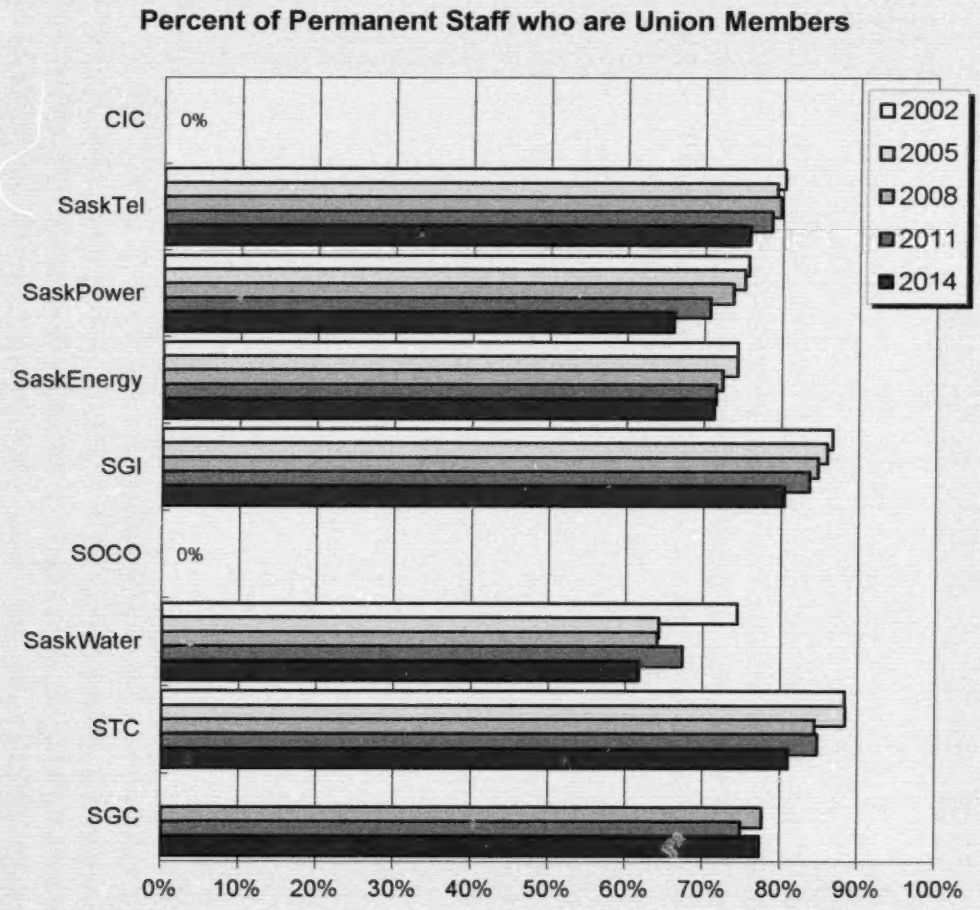
- Although some have very few members, seven different unions are represented among staff in the commercial crowns.
- UNIFOR represents the largest proportion of staff; 38.7% of the permanent and non-permanent crown staff are UNIFOR members.

Trends in Union Membership



- The proportion of crown staff who are in scope has declined slightly over the years. (Note that the vertical scale is compressed in the figure.)
- In 2014, union employees represented 72% of permanent staff compared with 77% in 2004.
- Excluding SGC and ISC has little effect on this statistic.

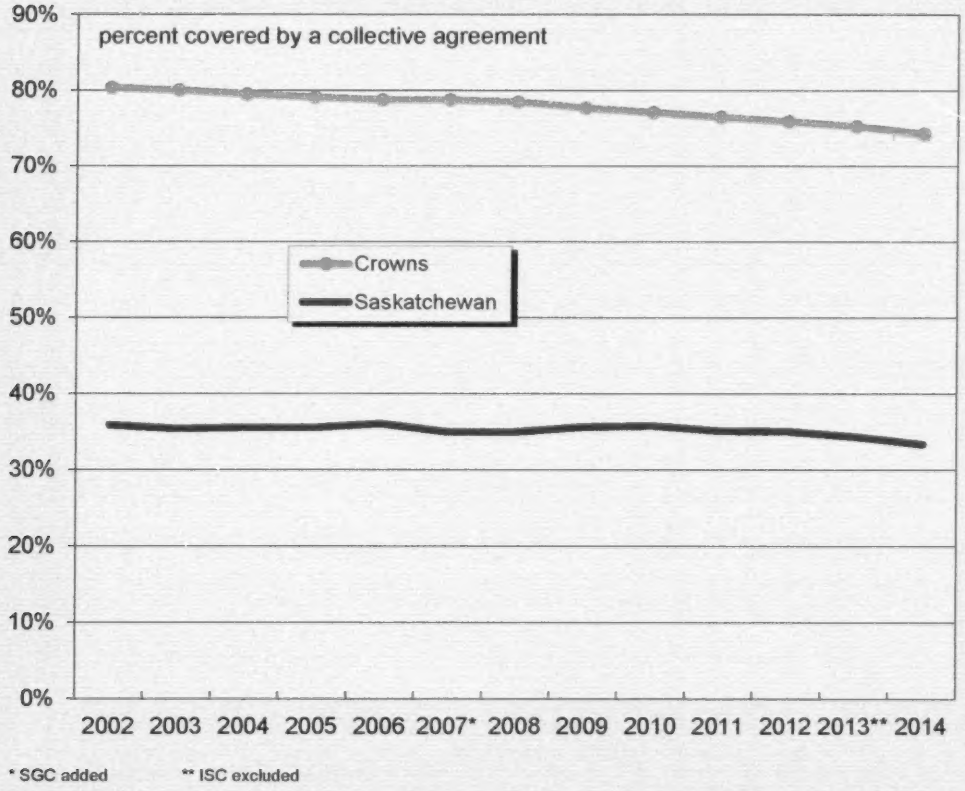
Union Membership by Crown



- Not counting CIC or SOCO, in-scope staff are the least common at SaskWater and SaskPower. They are the most common at STC and SGI.
- The gradual downward trend in union membership is evident in most of the crowns.

Comparison with Saskatchewan

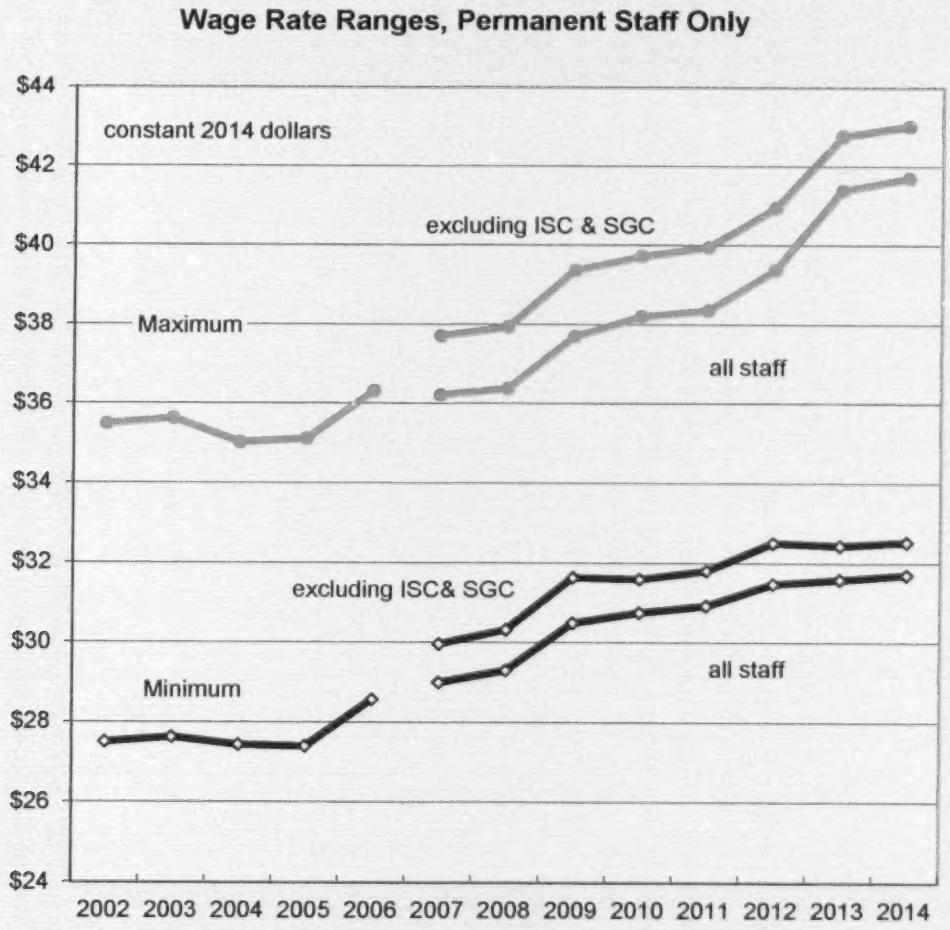
Employment by Union Membership
Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis Saskatchewan (off Reserve only, annual averages, excluding the self-employed)



* SGC added ** ISC excluded

- In Saskatchewan as a whole, about 33% of paid workers (i.e. excluding the self-employed) are covered by a collective agreement.
- This compares with 74% at the crowns.

Salary Ranges (adjusted for inflation)



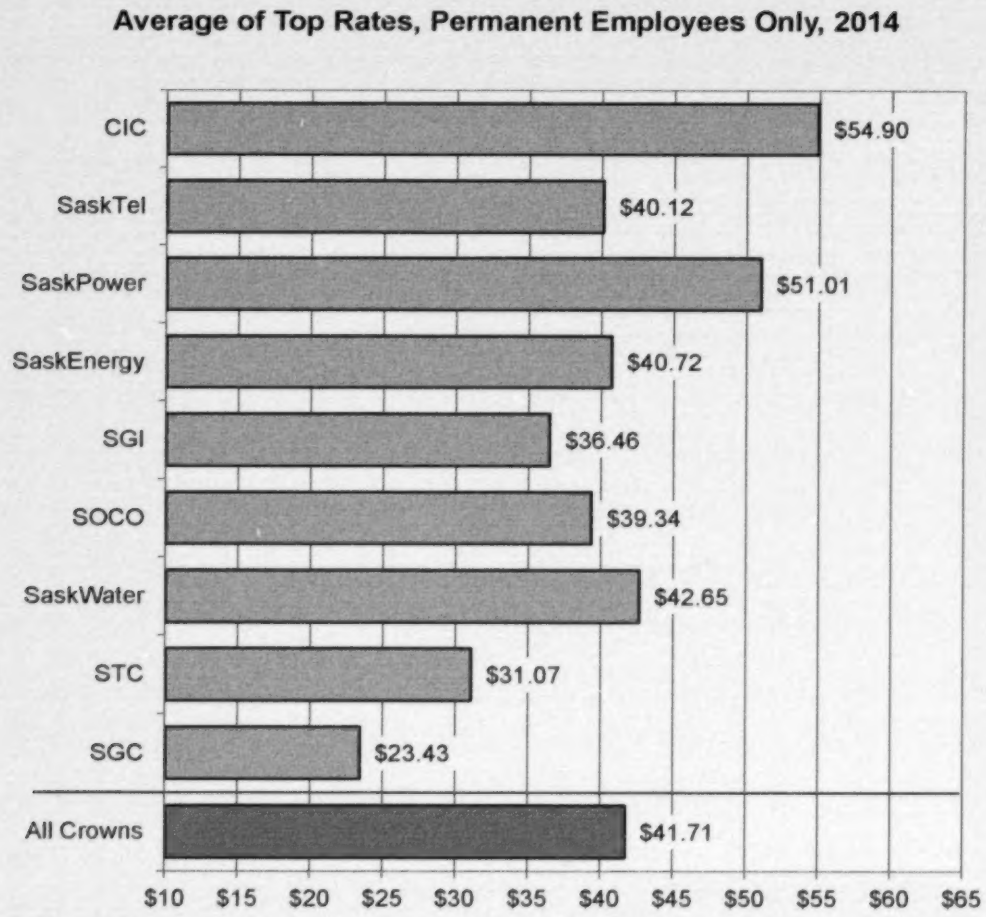
- The database includes the range of salaries and wages paid to crown staff but not the actual wage rate.
- Excluding ISC and SGC and adjusted for inflation by using constant 2014 dollars, the average top rate was $43.02 in 2014 compared with $37.71 in 2007.
- Because of lower average pay rates, the inclusion of SGC has a dampening effect on the average wage rate in the crowns but no apparent effect on the trends over time.

Salary Ranges (constant 2014 dollars, permanent staff only)

* SGC added ** ISC excluded

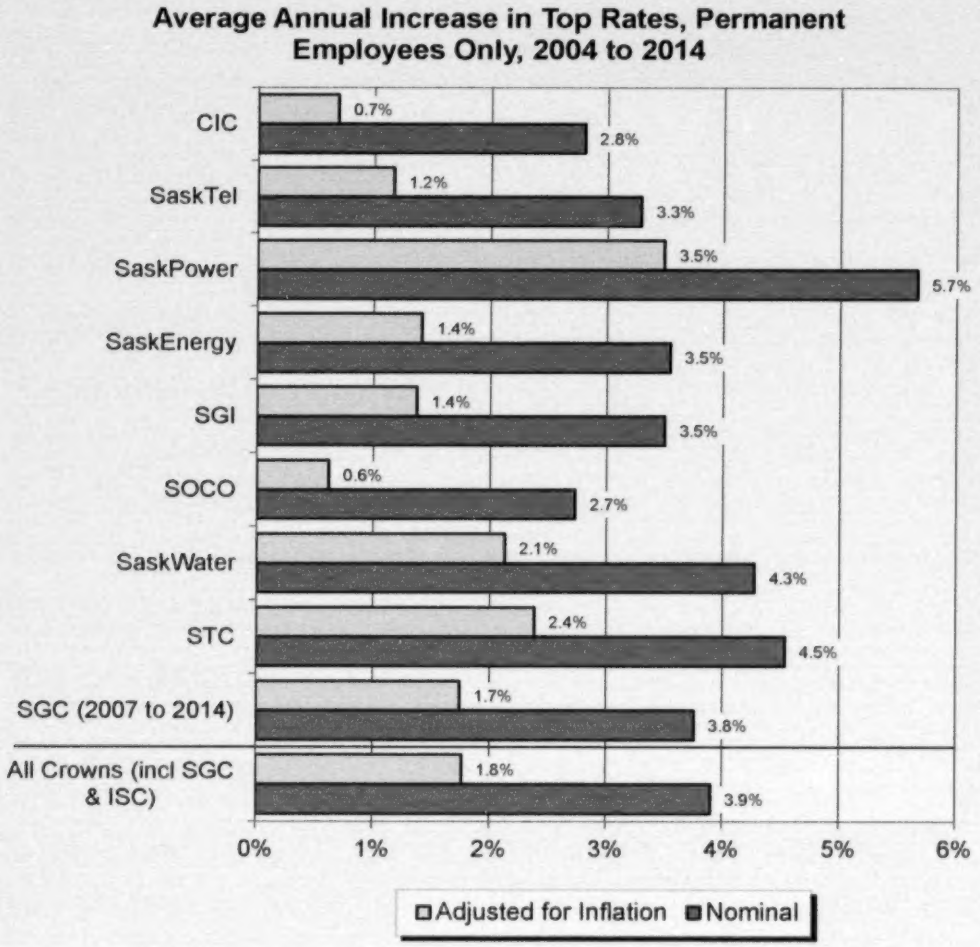
- The increase in the top rate over the past two years is because of a significant increase in the proportion of permanent staff with rates above $40/hour. As a percentage of the total this group has increased from 38% of staff in 2012 to 42% in 2014.
- At the other end of the scale, 22% have a top rate of less than $30.00 (including SGC), the same as in 2012.

Salaries by Crown in 2014



- As of 2014, the average top rate was highest at CIC and SaskPower and lowest at SGC.

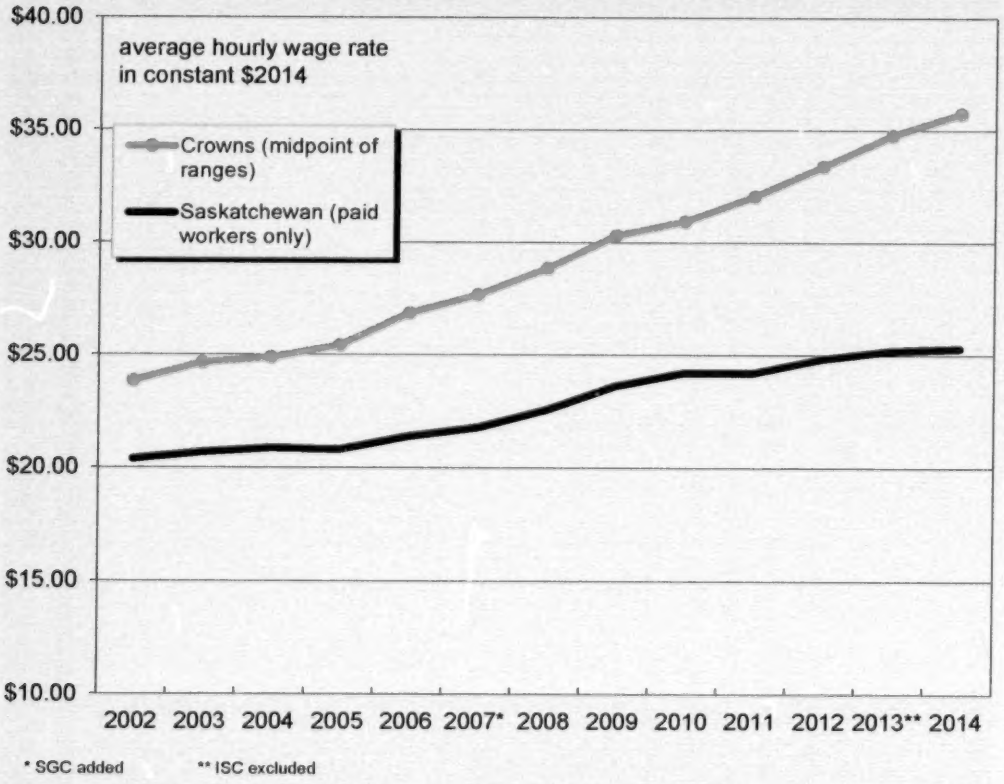
Growth in Salary Ranges by Crown, Permanent Employees Only



- From 2004 to 2014, and adjusted for inflation, the increase in the top rate has been well above the 1.8% average at:
  - SaskPower;
  - STC; and
  - SaskWater.
- The increases have been lower at:
  - SOCO;
  - CIC; and
  - SaskTel.
- Note that increases in the average wage rate can occur if:
  - there is a general wage rate increase;
  - if the number of low-paying positions is reduced; or
  - if the number of high-paying positions increases.

Comparison with Saskatchewan

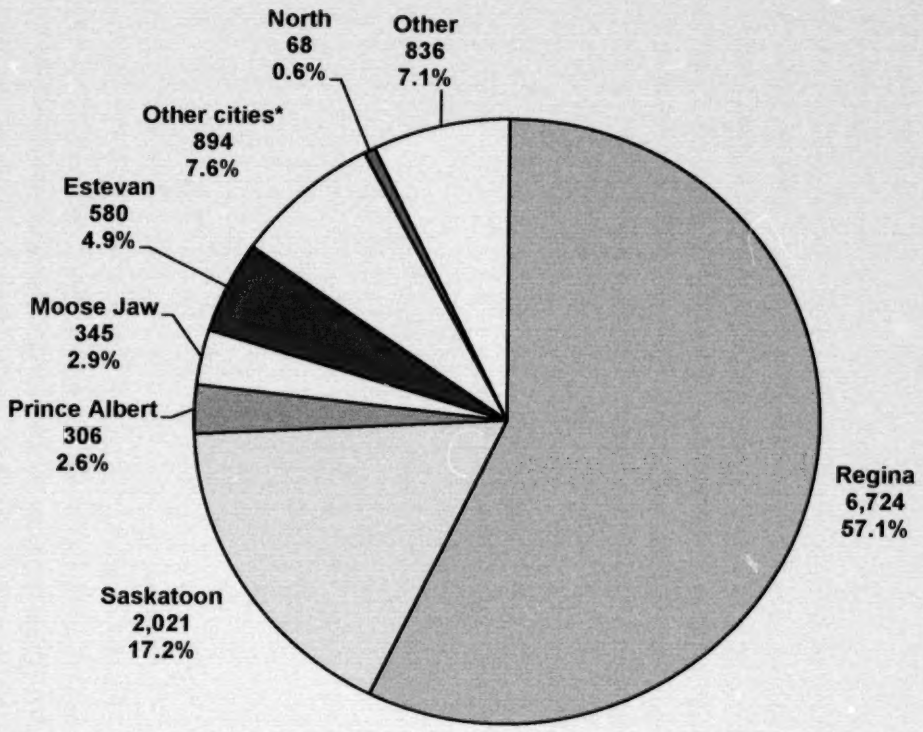
Average Hourly Wage Rate
Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis **Saskatchewan** (off Reserve only, annual averages)



- The provincial average hourly wage rate (among all paid workers including seasonal and temporary workers) was $25.32 in 2014.
- Using the midpoint of the salary range as an indicator of average crown salaries, the average crown employee has a rate that is 41% higher than in the province as a whole.
- On average and after adjusting for inflation, the increase from 2009 to 2014 has been 3.4% per year in the crowns. This compares with 1.4% in the province as a whole so the gap between the Crowns and other paid workers is widening.

Workplace Location

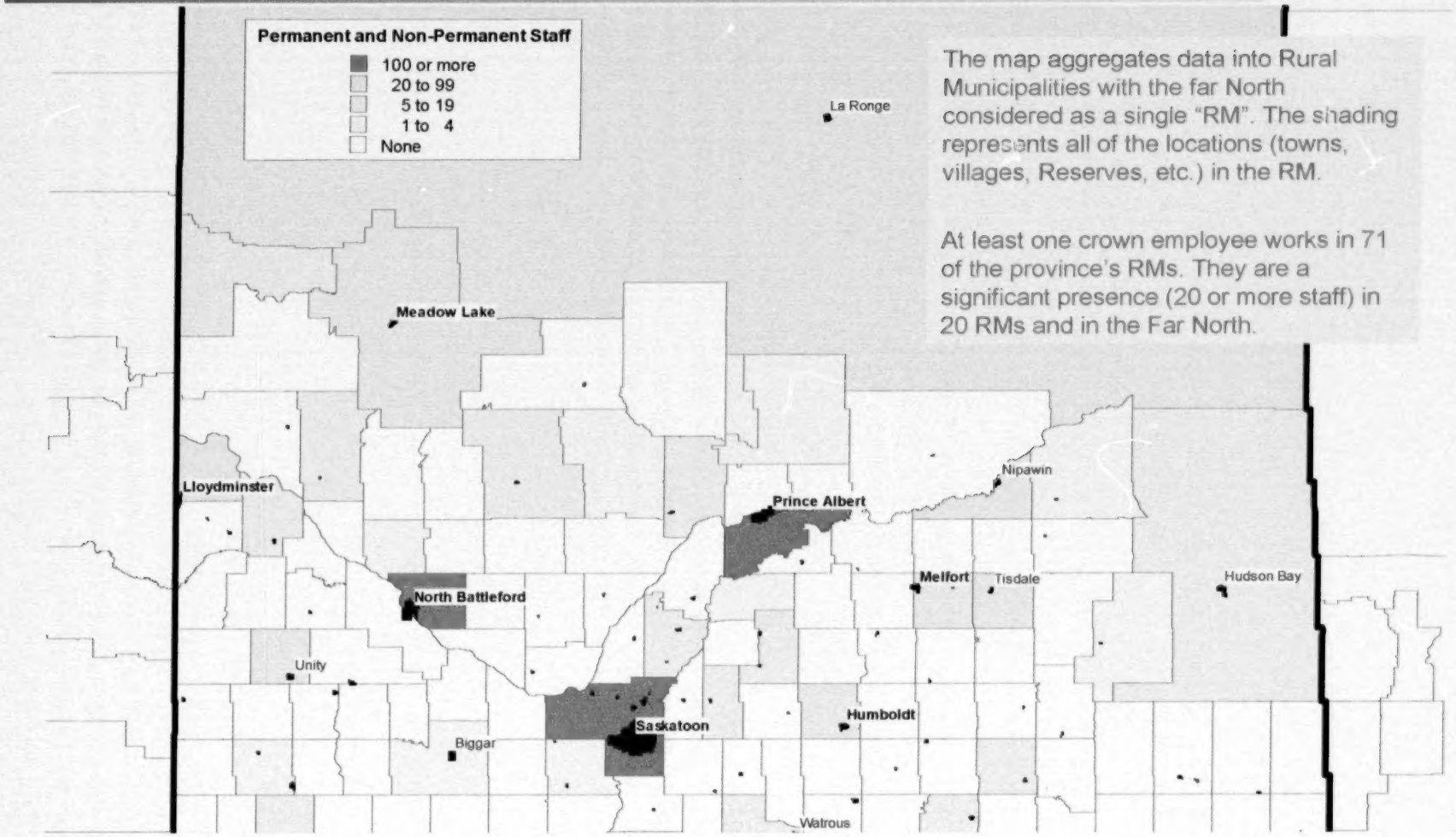
Employment of Permanent and Non-Permanent Staff by Location, 2014



* Yorkton, Melville, Swift Current, Meadow Lake, Melfort, North Battleford, Weyburn, Lloydminster, Humboldt

- In 2014, 57.1% of permanent and non-permanent staff worked in Regina and three-quarters worked in either Regina or Saskatoon.
- Another 18.0% worked in larger communities such as Moose Jaw, Estevan, and Swift Current. The remaining 7.7% of staff worked in the North, a smaller community or out of province.

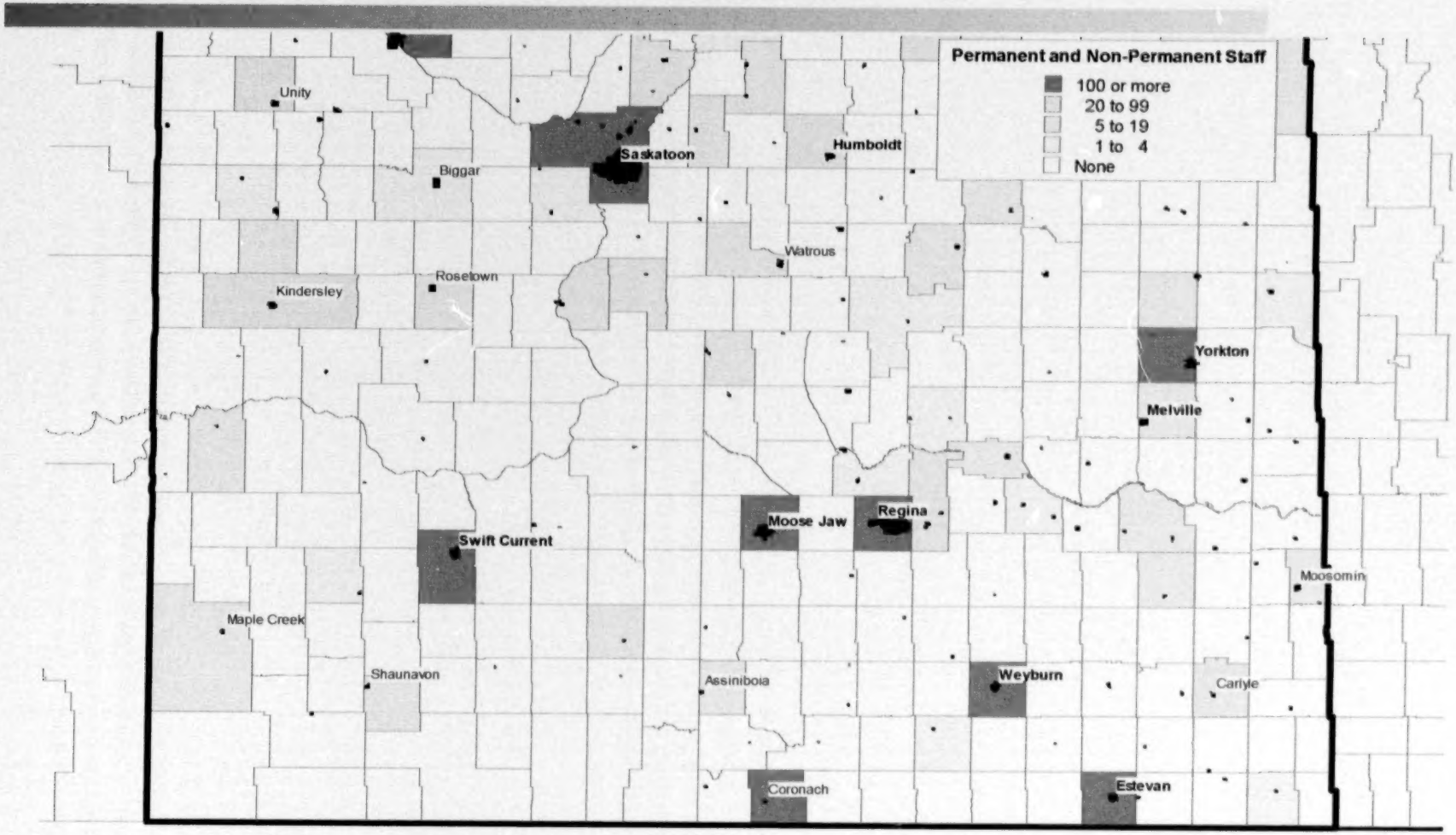
Workplace Location - North



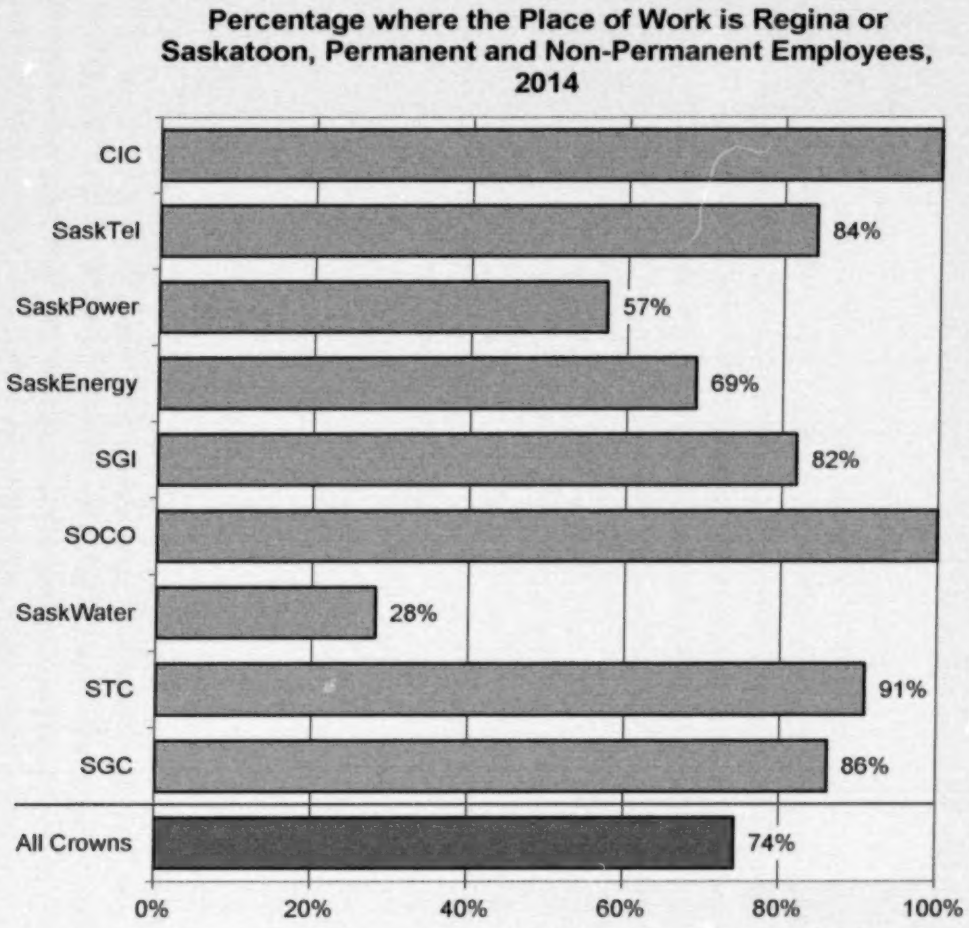
The map aggregates data into Rural Municipalities with the far North considered as a single "RM". The shading represents all of the locations (towns, villages, Reserves, etc.) in the RM.

At least one crown employee works in 71 of the province's RMs. They are a significant presence (20 or more staff) in 20 RMs and in the Far North.

Workplace Location - South



Workplace Location by Crown



- CIC and SOCO employees work exclusively in Regina and Saskatoon. Most of the other Crowns have at least 80% of their permanent staff in either city. The exceptions are SaskPower, SaskEnergy and SaskWater.

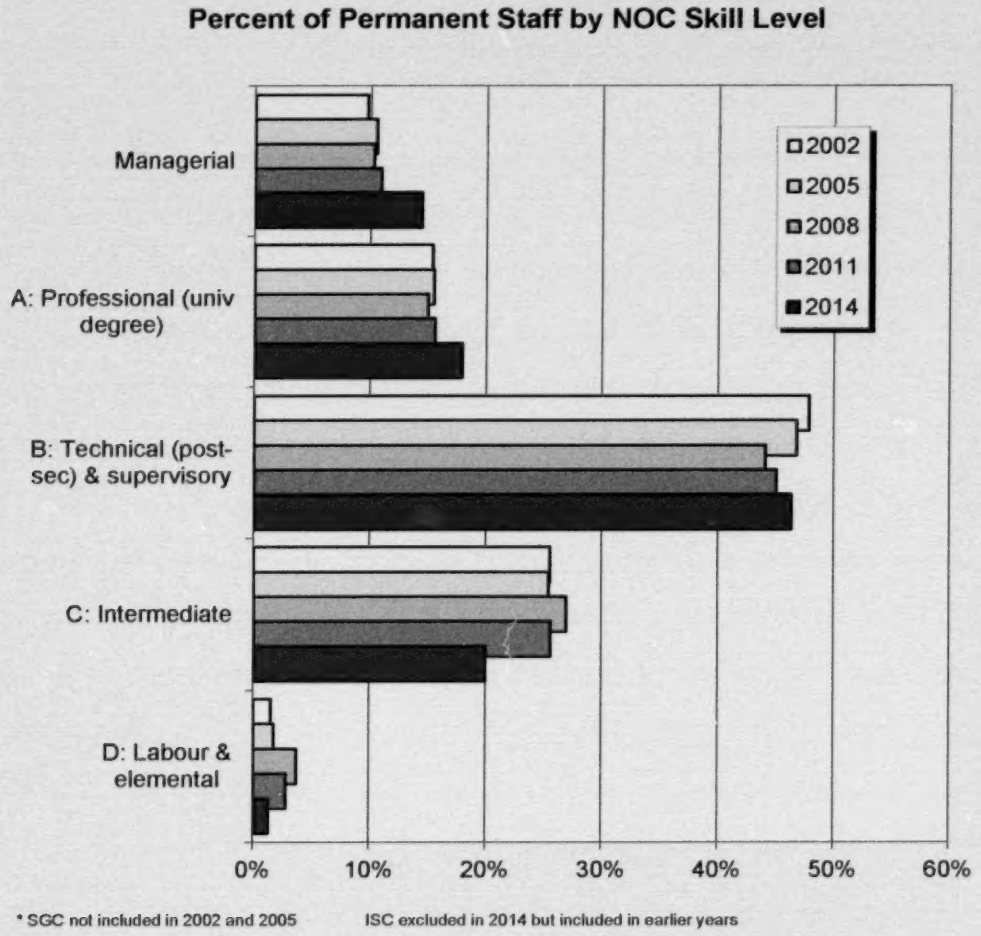
- SaskWater and SaskPower have the largest proportion of staff outside the two major centres – the former because of the head office in Moose Jaw and the latter because of the large number of employees in Estevan and Coronach.

Sample Occupations by NOC Skill Level

Skill Level	NOC and Occupation Title	Count
Managerial	0912 Utilities managers	200
	0124 Advertising, marketing and public relations managers	107
	0111 Financial managers	100
	0213 Computer and information systems managers	90
	0112 Human resources managers	71
	0211 Engineering managers	71
	0711 Construction managers	66
	0131 Telecommunication carriers managers	65
	0601 Corporate sales managers	48
A: Professional (university degree)	2171 Information systems analysts and consultants	459
	2133 Electrical and electronics engineers	194
	1121 Human resources professionals	139
	1111 Financial auditors and accountants	128
	5121 Authors and writers	90
	1112 Financial and investment analysts	69
	2131 Civil engineers	60
	2172 Database analysts and data administrators	43
B: Technical (post-sec) & supervisory	7246 Telecommunications installation and repair workers	536
	7244 Electrical power line and cable workers	366
	1312 Insurance adjusters and claims examiners	362
	9241 Power engineers and power systems operators	238
	7253 Gas fitters	211
	2282 User support technicians	203
	1241 Administrative assistants	132
	1313 Insurance underwriters	127
	7311 Construction millwrights and industrial mechanics	121
	7243 Power system electricians	109
C: Intermediate	1411 General office support workers	415
	6533 Casino occupations	153
	1431 Accounting and related clerks	124
	6541 Security guards and related security service occupations	82
	6513 Food and beverage servers	79
D: Labour & elemental	6611 Cashiers	66
	8612 Landscaping and grounds maintenance labourers	5

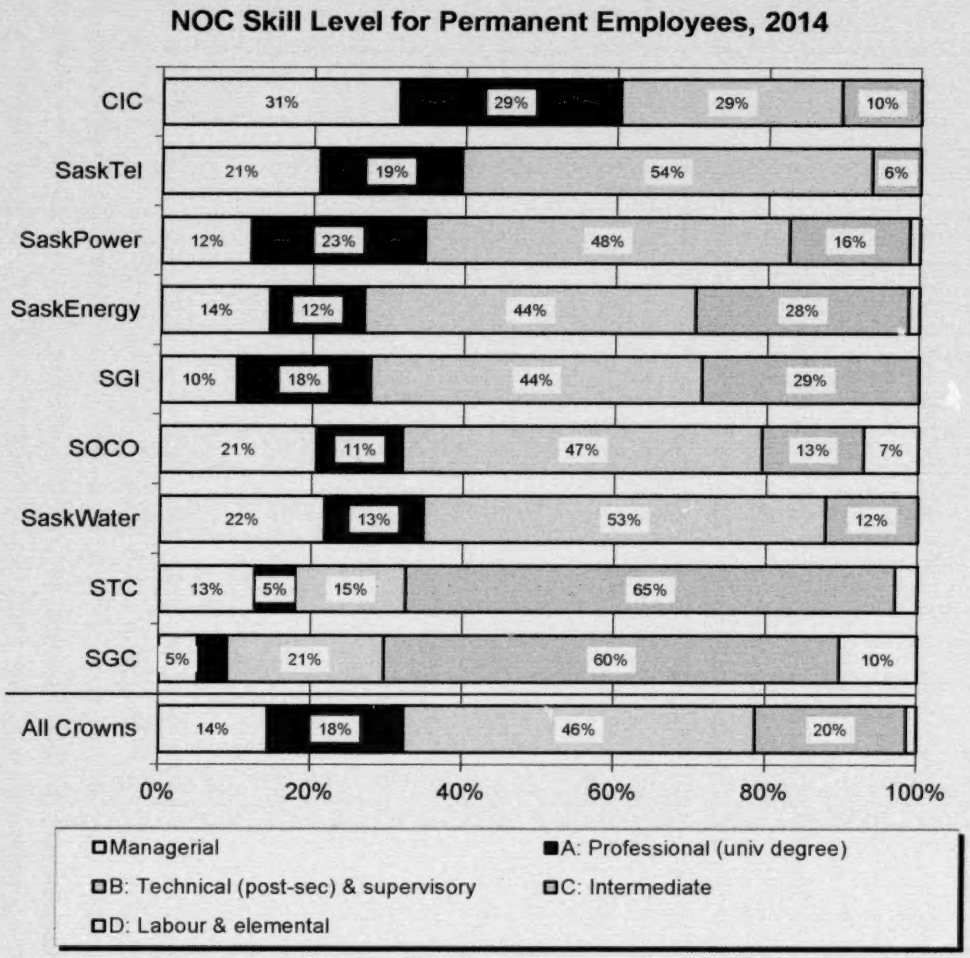
- Each of the permanent positions in the crowns has been assigned a 4-digit NOC (National Occupational Classification) code for purposes of analysis and for comparisons across crowns.
- Most of the NOC coding was done by the crowns but some codes were assigned as part of the bubble research. The latter will be less accurate than the former.
- The NOC coding enables a classification of occupations into four skill levels plus management.
  - Management occupations are not assigned a skill level.
  - Positions in skill level A typically require a university degree.
  - Positions in skill level B typically require a post-secondary certificate or diploma including a trades certificate. Supervisory positions are also classified as skill level B.
  - Intermediate positions (level C) typically require a grade 12 certificate and some on-the-job training.
  - Positions in skill level D can typically be done with a short on-the-job training period.

Occupation and Skill Level



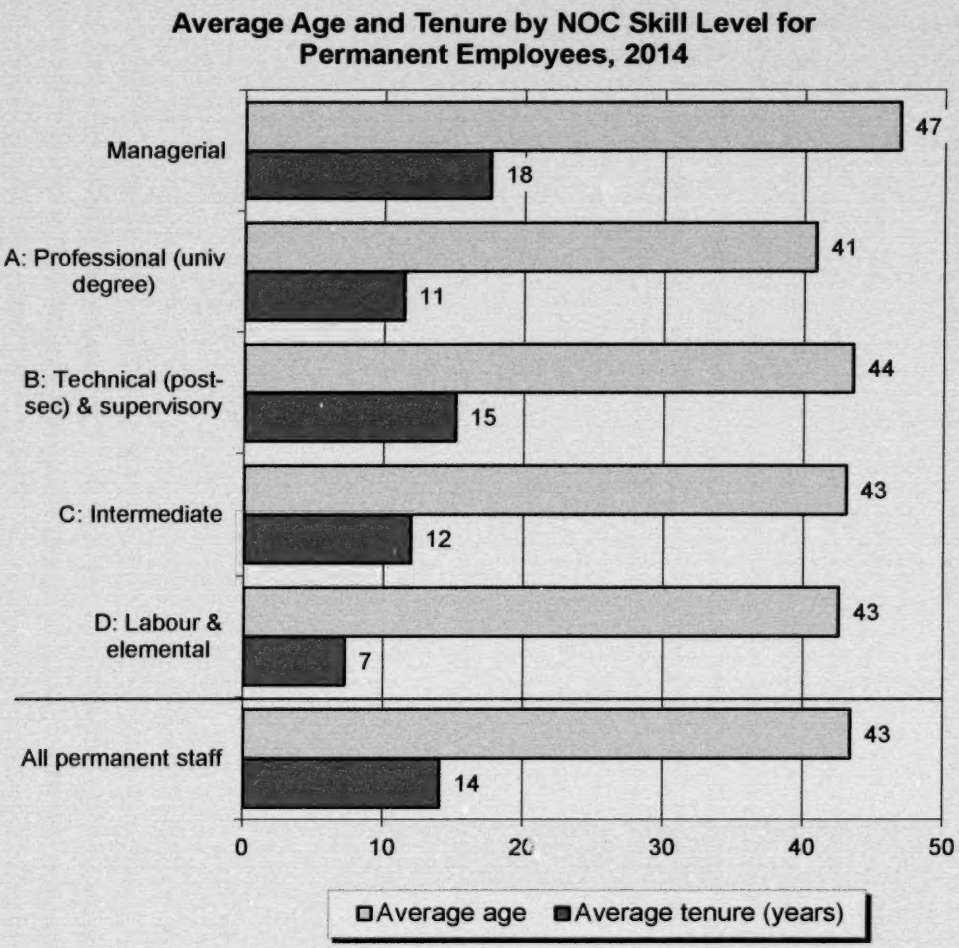
- More than three-quarters (79%) of crown positions require a post-secondary education.
- The incorporation of SGC in 2007 added about 250 lower-skilled (skill level D) positions to the permanent staff in the crowns.
- The increase in managerial staff and the decline in the number of staff in Skill Level B in 2014 is probably the result of the switch from the 2006 version to the 2011 version of the NOC codes.

Skill Level by Crown



- The crowns with the highest proportion of positions that require a post-secondary education (including managers) are:
  - CIC (90%);
  - SaskTel (94%); and
  - SaskWater (88%).
- Skill level B positions (those that typically require a non-university post-secondary education) are the most common at SaskWater (53%), and SaskTel (54%).
- SOCO and SGC are the only crowns with a significant number of positions (7% and 10% respectively) that normally require less than grade 12, that is, skill level D positions.

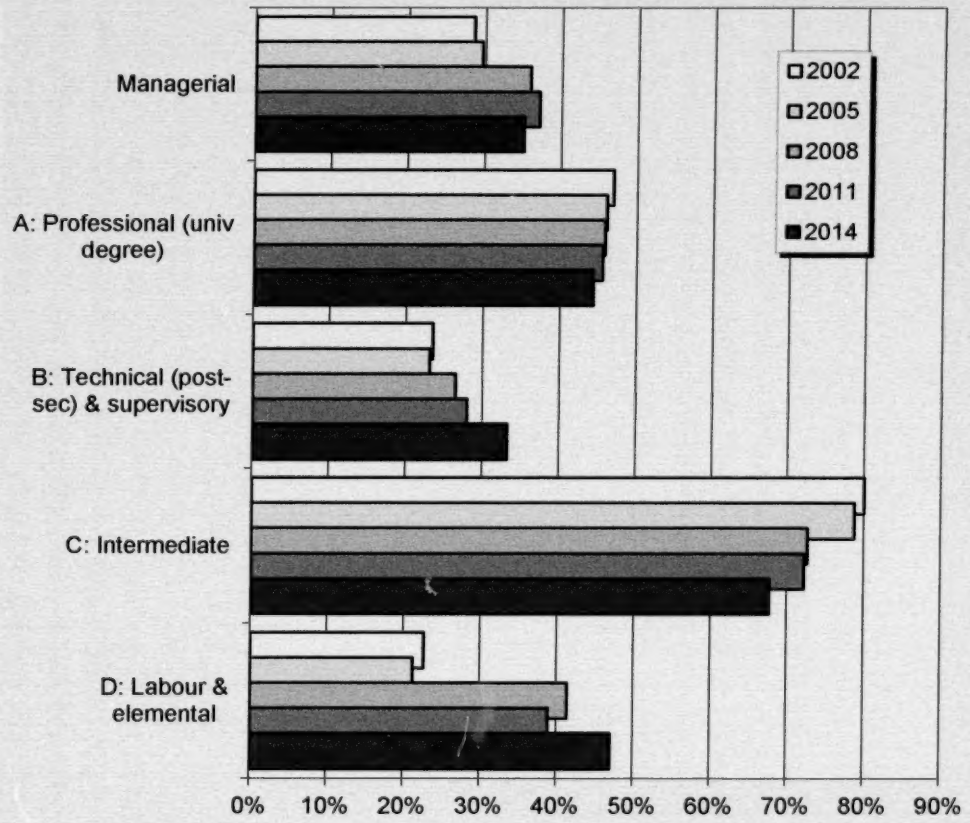
Age and Tenure by Skill Level



- Not surprisingly, the highest average ages and the longest tenures are among those employees in management positions. The differences are not, however, dramatic.
- At the other end of the scale, the professional (skill level A) group tends to be younger and have a lower tenure.

Skill Level by Gender

Percent of Permanent and Non-Permanent Staff who are Women, by NOC Skill Level

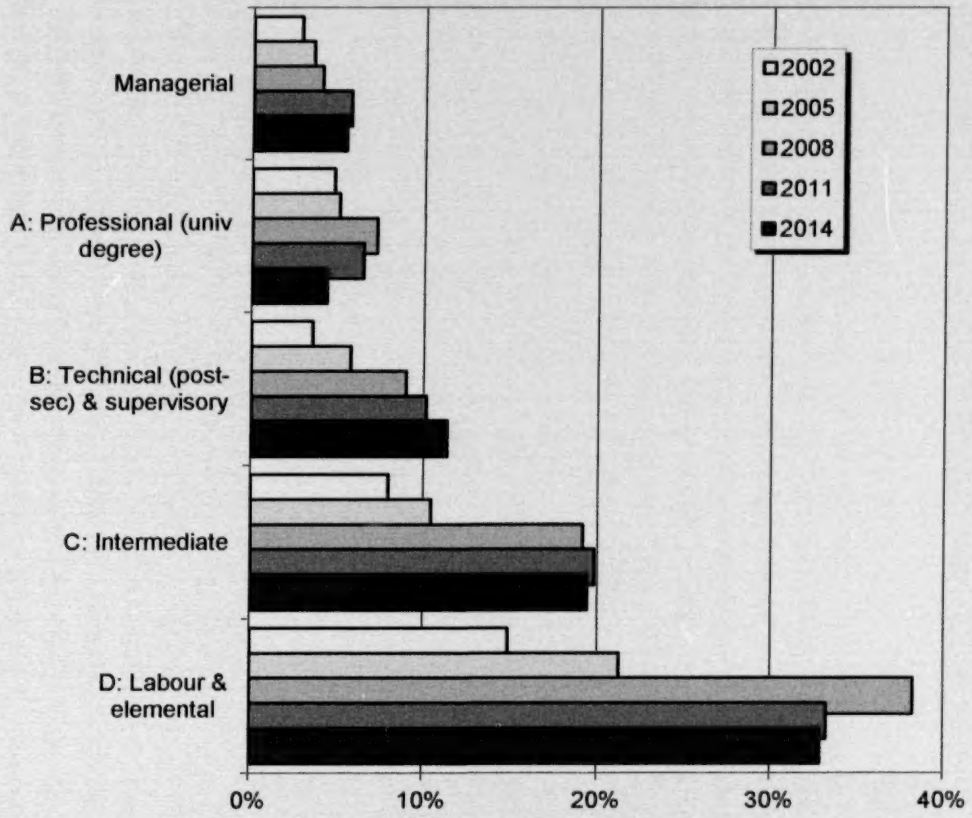


- SGC not included in 2002 and 2005 ISC excluded in 2014 but included in earlier years

- Women in the crowns:
  - are over-represented in occupations classified as intermediate;
  - account for near one half in professional occupations requiring a university degree; and
  - are under-represented in management and technical skill-level occupations.
- The proportion of women in management positions has increased somewhat but the proportion in positions classified as requiring a university degree has declined.
- The addition of SGC has significantly increased the proportion of women in low-skill occupations.

Skill Level by Aboriginal Identity

Percent of Permanent and Non-Permanent Staff who are Aboriginal, by NOC Skill Level



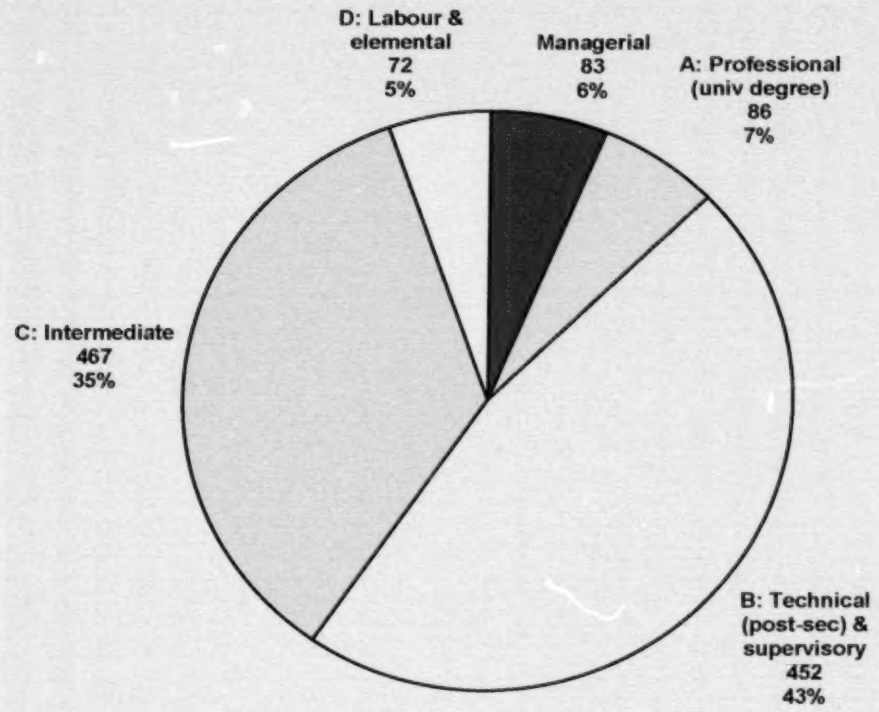
* SGC not included in 2002 and 2005

ISC excluded in 2014 but included in earlier years

- Relative to the average, Aboriginal employees are over-represented in occupations that are classified in skill levels C and D. This is especially the case when SGC is incorporated into the data.
- The proportion of employees in the skill level B group who are Aboriginal has increased steadily from 2004 to 2014.
- The inclusion of SGC in the statistics increases the proportion of Aboriginal people in each of the skill levels.

Skill Level by Aboriginal Identity

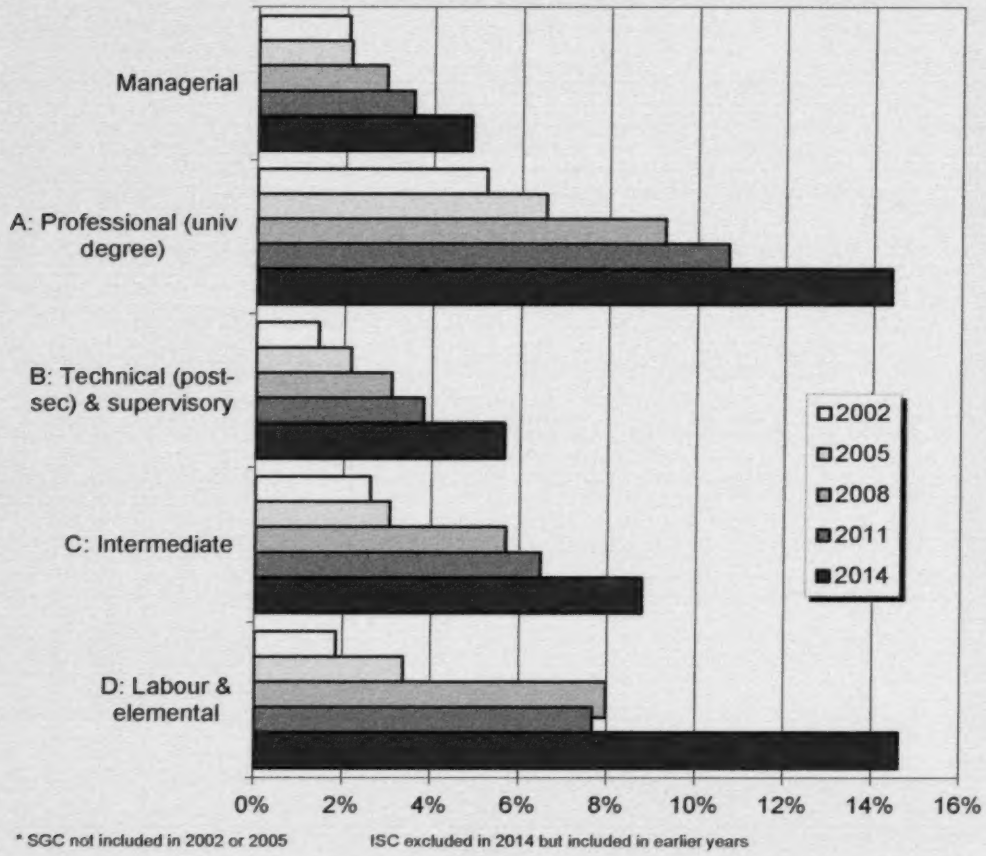
Skill Levels for Permanent and Non-Permanent Aboriginal Staff in the Crowns, 2014



- This is another view of the skill levels for Aboriginal employees in 2014.
- More than four out of five (82%) of the 1,334 permanent and non-permanent Aboriginal employees are in either skill level B or skill level C.
- Relatively few are in Managerial and skill level A positions. There are also relatively few in skill level D positions because those low-skill occupations are, except for SGC, rare in the crowns.

Skill Level by Membership in a Visible Minority Group

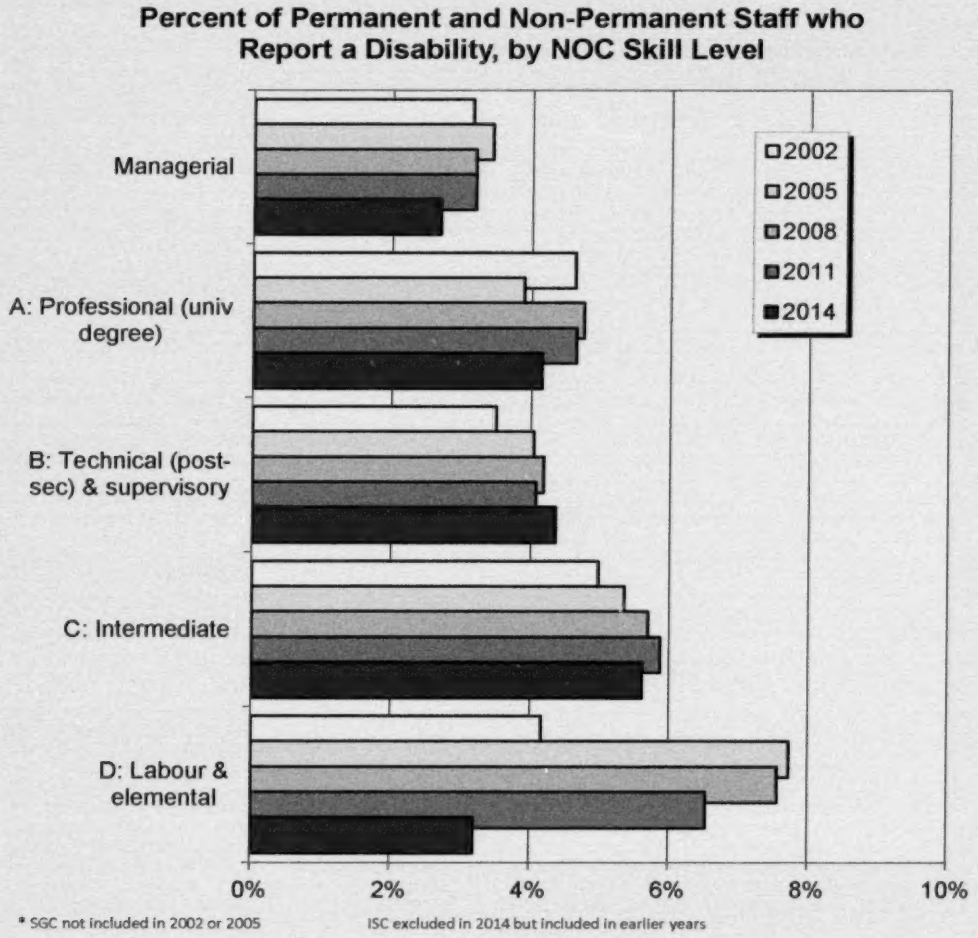
Percent of Permanent and Non-Permanent Staff who are Members of a Visible Minority Group, by NOC Skill Level



* SGC not included in 2002 or 2005 ISC excluded in 2014 but included in earlier years

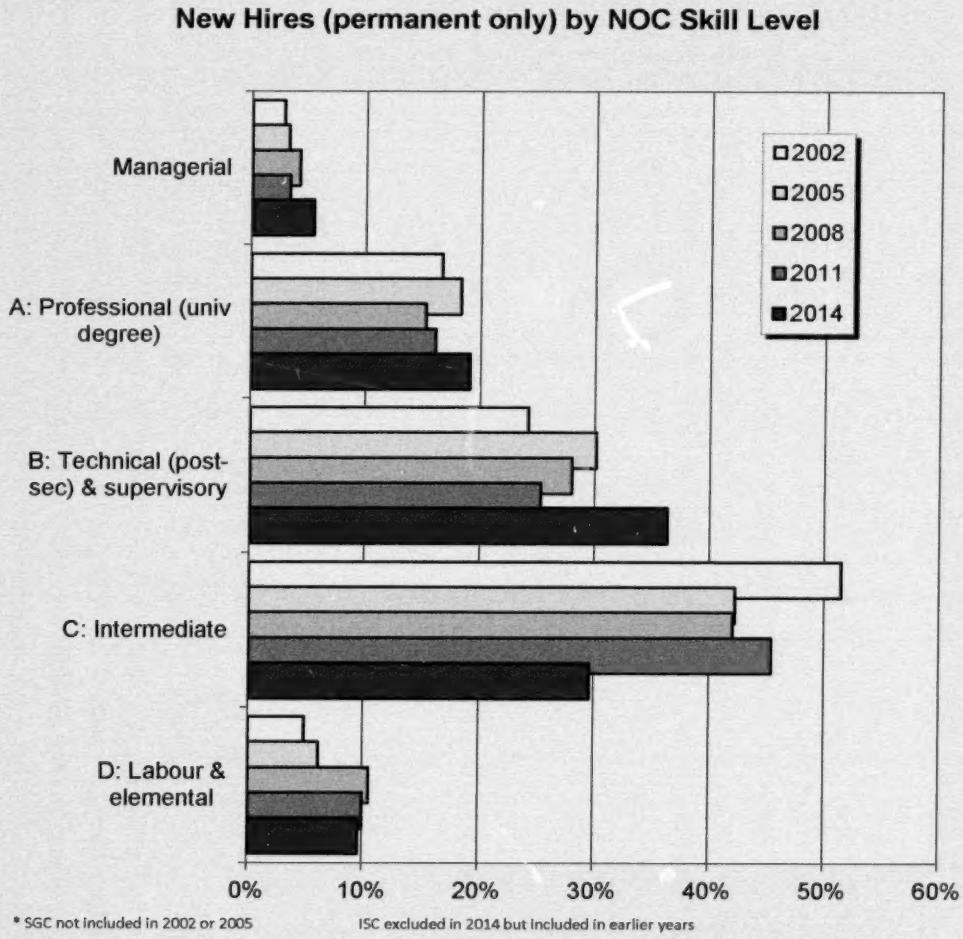
- Since 2002, there have been increases in the proportion of crown employees who are members of a visible minority group in each of the skill level groups.
- Relative to the average, members of a visible minority group are over-represented in professional occupations and low-skill occupations.

Persons Reporting a Disability, by Skill Level



- The proportion of staff in each of the skill levels who report a disability has been relatively stable over the past ten years.

New Hires by Skill Level



- Including managers, more than six out of ten (61%) new hires in 2014 were into positions requiring a post-secondary education.

Departures and Turnover

Number of Departures by Reason

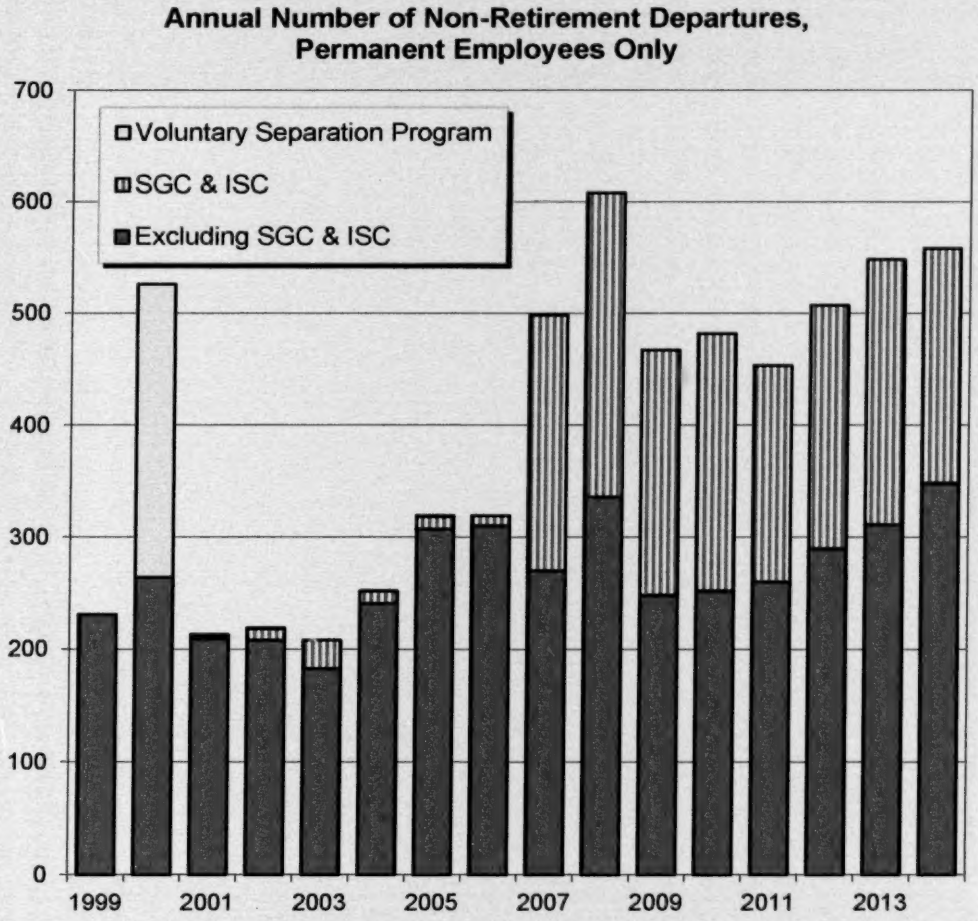
		Year of Departure										
		2004	2005	2006	2007*	2008	2009	2010	2011	2012	2013**	2014
Reason for departure	Take other employment	48	79	96	57	89	36	74	77	77	75	76
	Resignation	79	72	131	257	339	273	273	244	297	290	310
	Dismissal/layoff	33	45	41	82	97	99	81	71	85	140	92
	Personal Reasons	13	34	10	17	31	11	11	13	11	9	19
	Moved	22	16	12	7	11	7	3	5	5	3	7
	Death	15	11	11	13	14	19	16	17	13	18	18
	Other/Unknown	42	62	18	65	27	22	24	26	19	13	36
	Non-retirement subtotal	**252**	**319**	**319**	**498**	**608**	**467**	**482**	**453**	**507**	**548**	**558**
Total	Retirement	88	111	149	185	161	167	248	272	304	277	271
	Early Retirement Plan	61	142	184	171	129	94	0	0	0	0	0
	Retirement subtotal	**149**	**253**	**333**	**356**	**290**	**261**	**248**	**272**	**304**	**277**	**271**
Grand total		**401**	**572**	**652**	**854**	**898**	**728**	**730**	**725**	**811**	**825**	**829**

* SGC included ** ISC excluded

- Departures from permanent positions are captured in the database along with the characteristics of those who have left. Transfers are not included but moves from one crown to another will register as a departure from one crown and a new hire at the destination. The data cover the sixteen years from 1999 to 2014. (In 2003, four additional years of retroactive data was obtained for the database.)

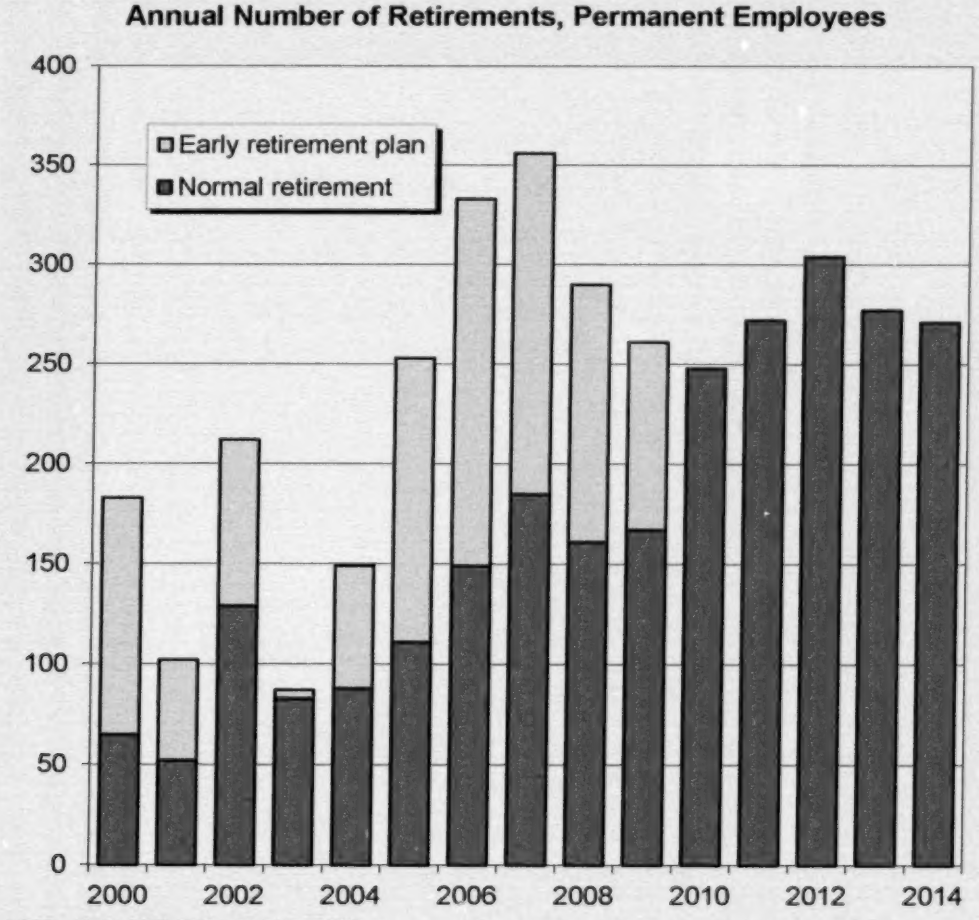
- There is no specific reason given for the majority of non-retirement departures. Many of the reasons given are simply "resignation" or "job abandonment". Those who fail to meet their probationary qualifications are considered as hired and then dismissed.

Non-Retirement Departure Trends



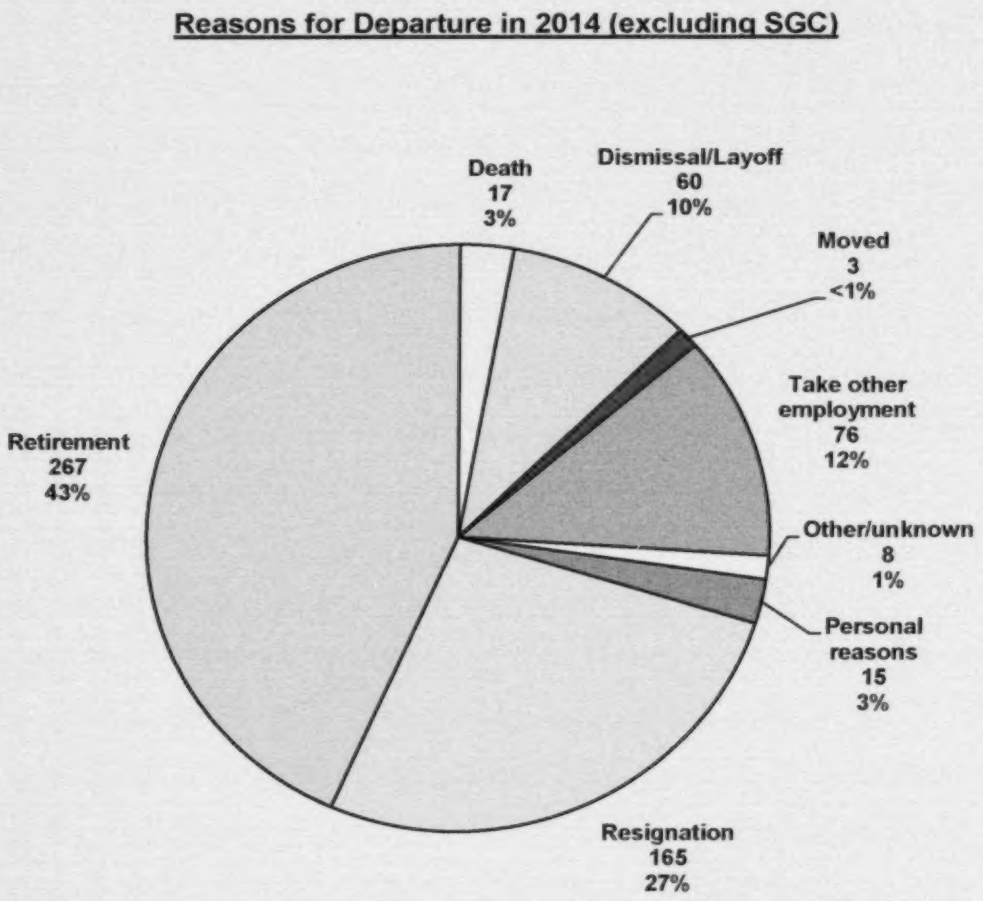
- Excluding SGC and ISC, the number of non-retirement departures has averaged 292 per year over the past five years.
- Including SGC and ISC, the average is 510 per year.
- There is a clear upward trend in the number of non-retirement departures between 2011 and 2014.

Retirement Departure Trends



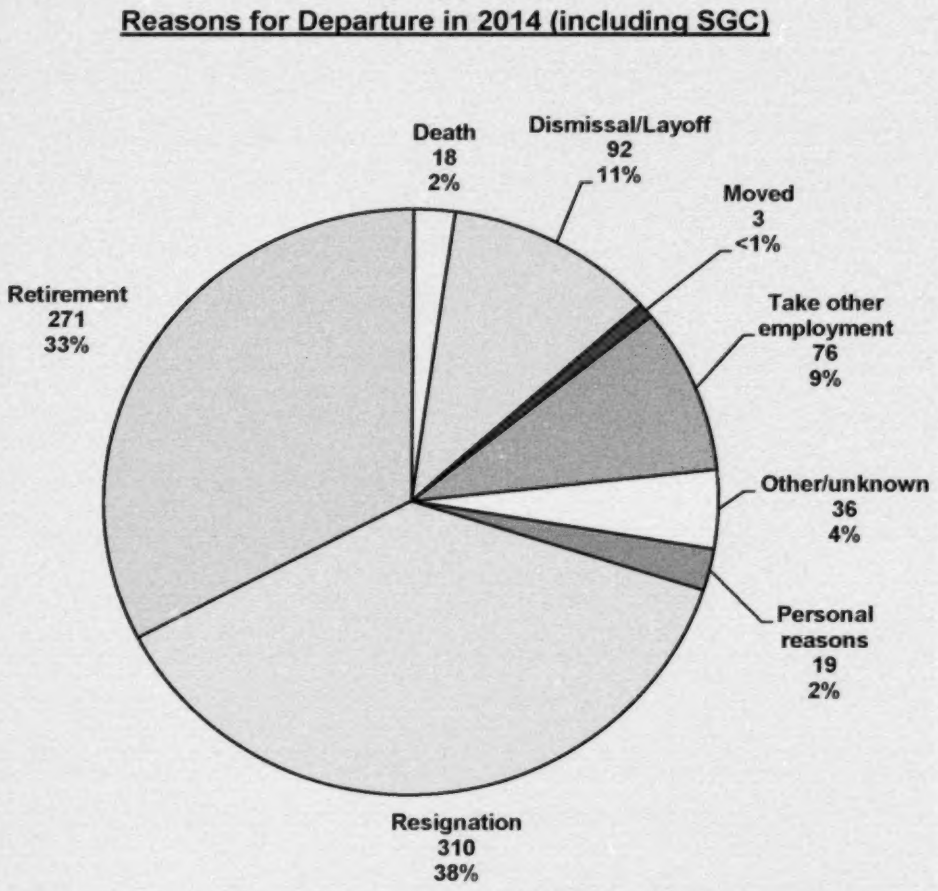
- The total number of retirements has fluctuated from year to year because of the Early Retirement Plans previously implemented at SaskTel.
- In spite of the annual ups and downs in total retirements, there was a clear upward trend in the number of "normal" retirements. From an average of approximately 100 per year in the early 2000s, the number has been 250 to 300 per year in the last five years.
- The inclusion of SGC has no material effect on the number of retirements. It does, however, have an effect on the rate of retirements because there are so few SGC employees who retire.

Reasons for Departures, 2014, Excluding SGC



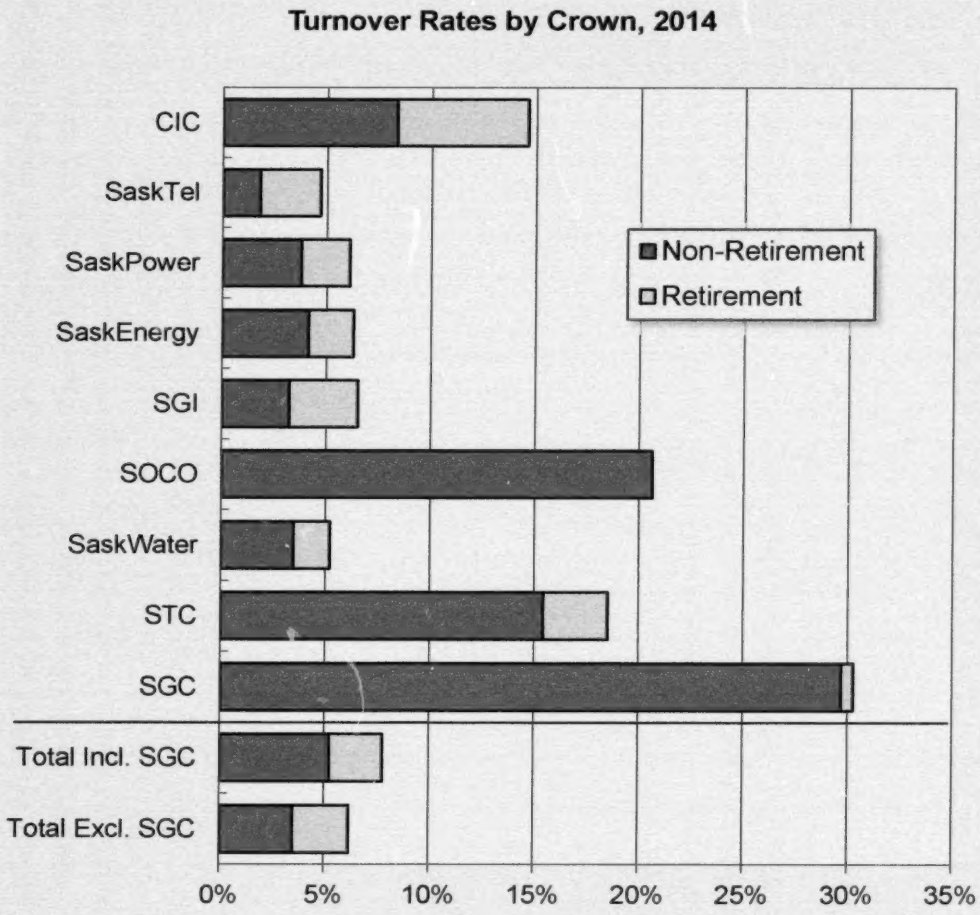
- Excluding SGC, the single most common reason for leaving employment was retirement, accounting for 43% of departures in 2014.
- Departures can be calculated as a percentage of staff to arrive at a "turnover rate". Excluding SGC, the turnover rate in the crowns was 6.2% per year in 2014:
  - 2.7% from retirements, and
  - 3.5% for other reasons.

Reasons for Departures, 2014, Including SGC



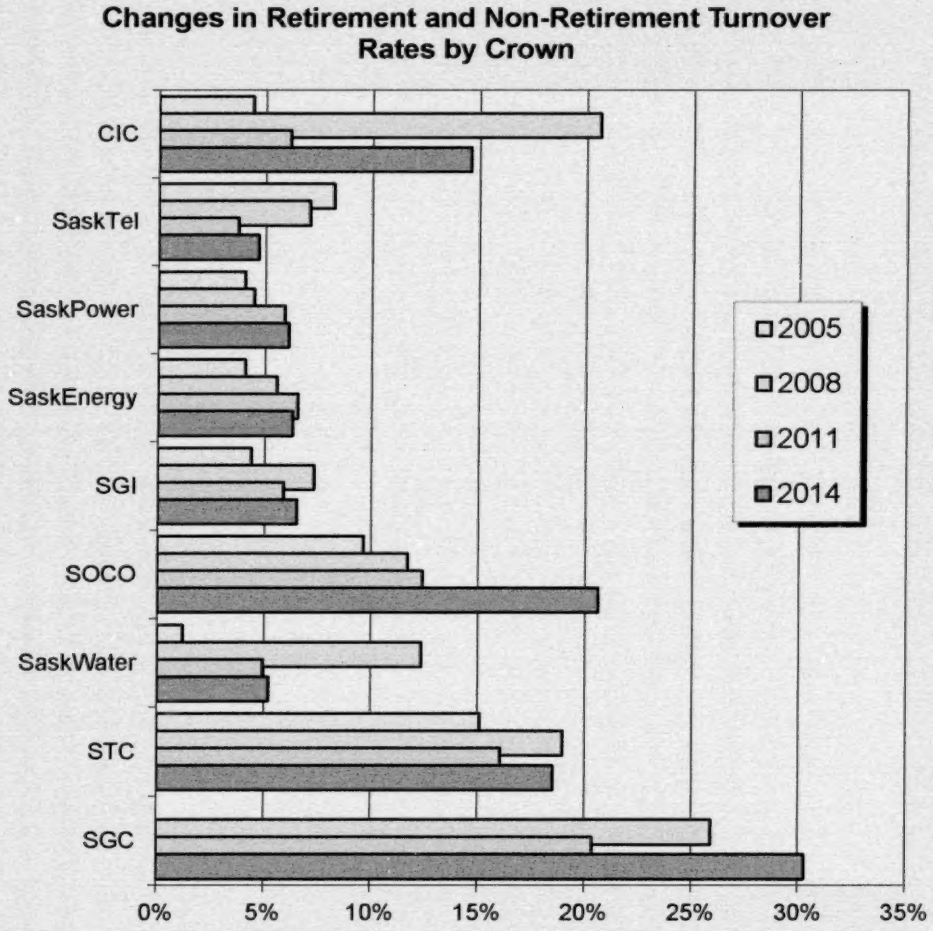
- Including SGC dramatically increases the number of resignations. ("Job abandonment" is the terminology that is often used at SGC.)
- Including SGC changes the 2014 turnover rate at the crowns from 6.2% to 7.8% overall:
  - 2.5% for retirement turnover; and
  - 5.2% for non-retirement turnover.

Turnover Rates by Crown Corporation, 2014



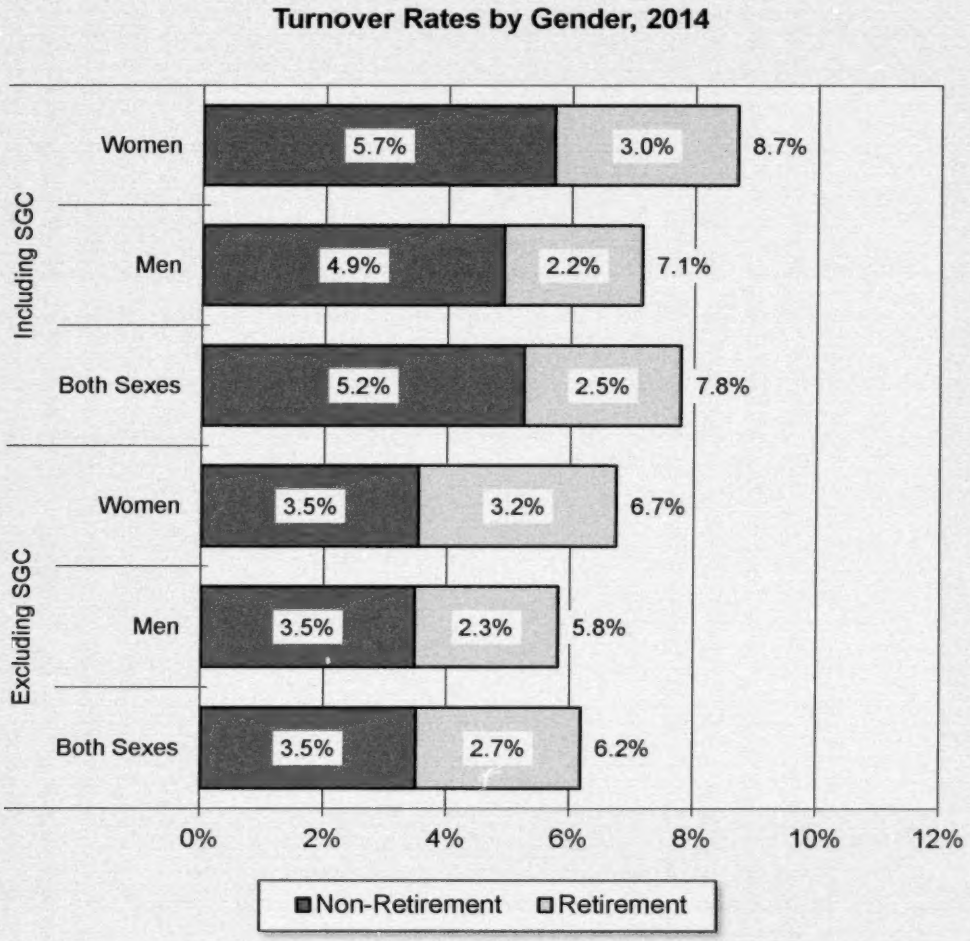
- The lowest turnover rates in 2014 were at SaskTel and SaskWater.
- The highest turnover rates are at SGC and SOCO. These are exclusively because of higher non-retirement turnovers.
- The turnover rate at CIC was relatively high in 2014 with both retirements and other departures quite common.
- The abnormally high non-retirement turnover rate at SOCO was because the corporation's operation of the Bio Processing Centre ended. The facility and equipment was purchased by a third party that hired some of the SOCO employees.

Changes in Turnover Rates by Crown Corporation



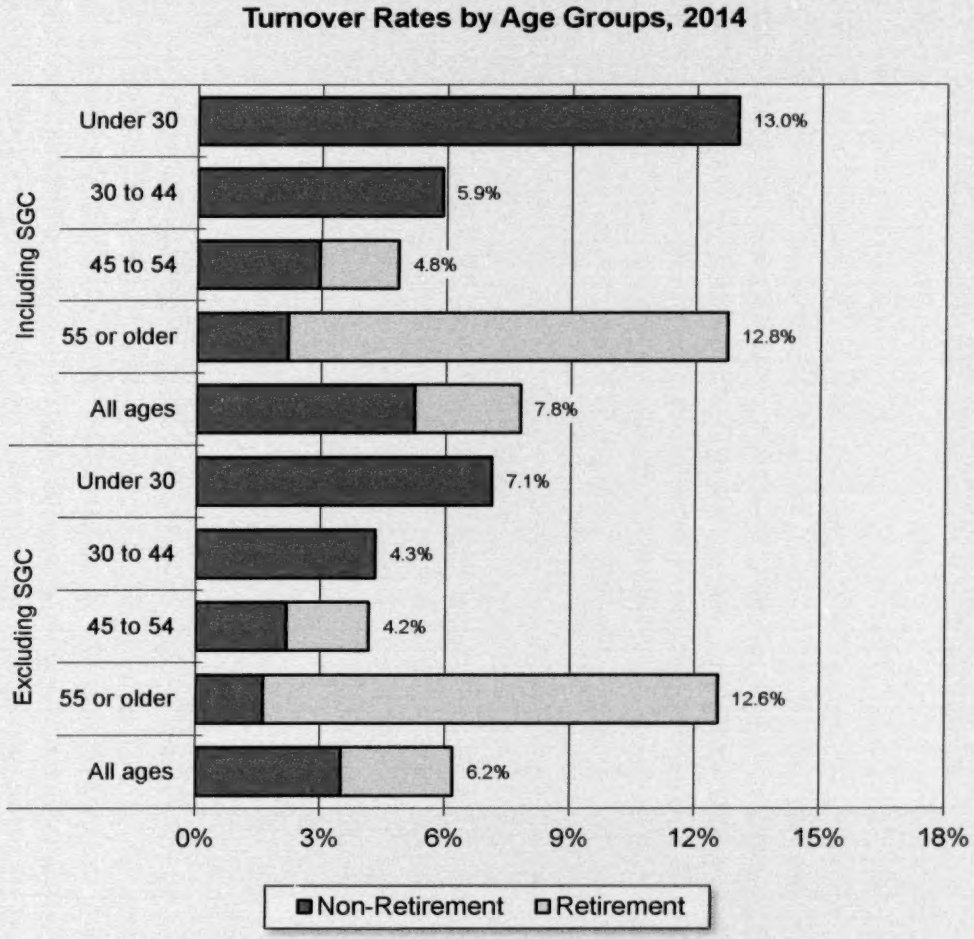
- There is no consistent pattern in the turnover rates by crown.
- Rates are low but increasing in SaskPower, SaskEnergy, and SGI.

Turnover Rates by Gender, 2014



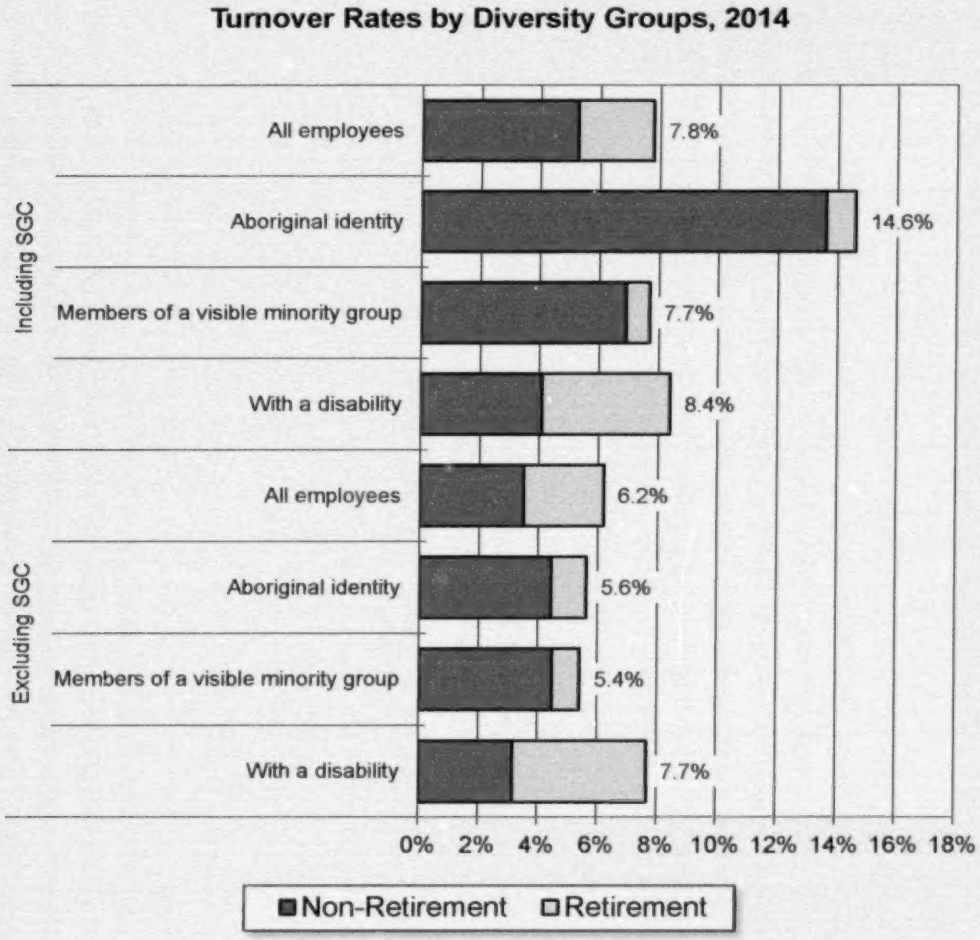
- With SGC included in the data, both retirement and non-retirement turnover rates are slightly higher among women than among men.
- Excluding SGC, the non-retirement turnover rate for women is the same as for men.

Turnover Rates among Permanent Staff by Age Group, 2014



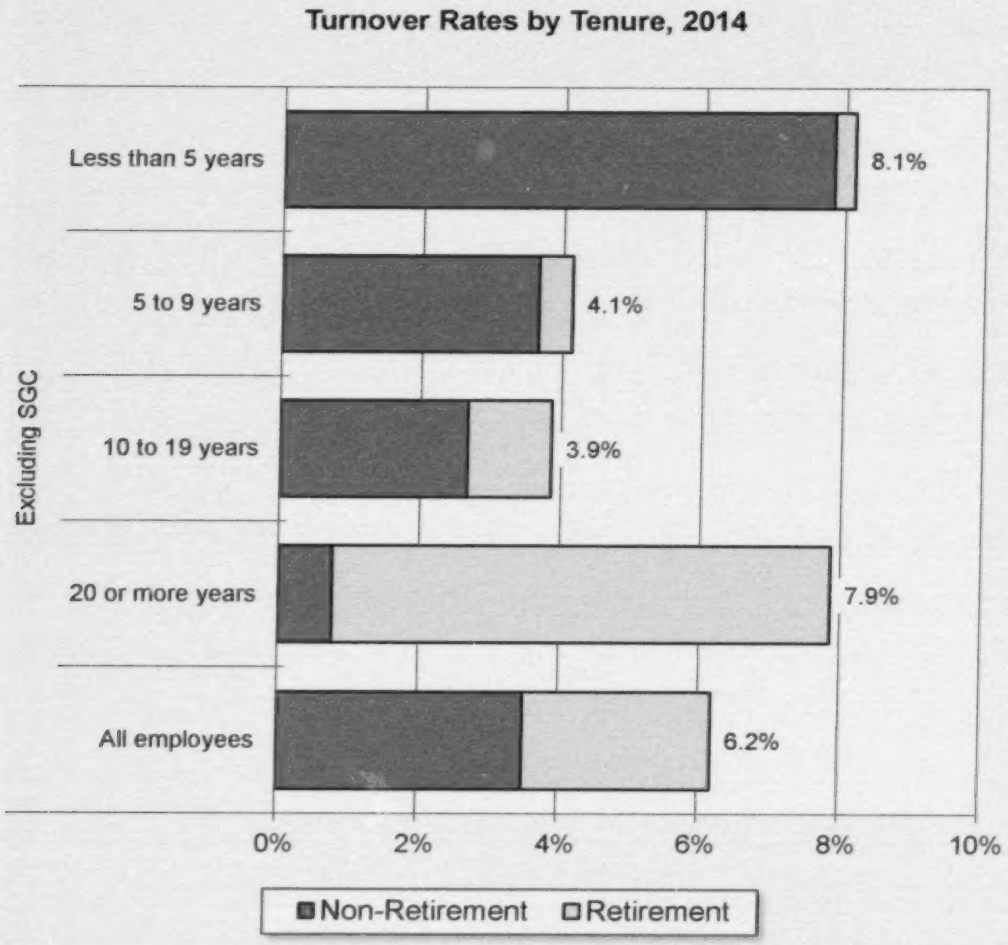
- In 2014, more than one in ten (13%) of the permanent staff under thirty years of age left their crown employment. Excluding SGC, the percentage is half that rate at 7%.
- In the 30 to 54 age group, turnover rates are very low even if SGC is included.
- Beyond age 55, almost all departures are retirements.

Turnover Rates for Diversity Groups, 2014



- Non-retirement turnover rates among permanent staff are somewhat higher than average for those reporting an Aboriginal identity or for those who are members of a visible minority group.
- SGC has a particularly high turnover rate among its Aboriginal employees. If SGC is included, the Aboriginal turnover rate increases from 5.6% per year to 14.6% per year.

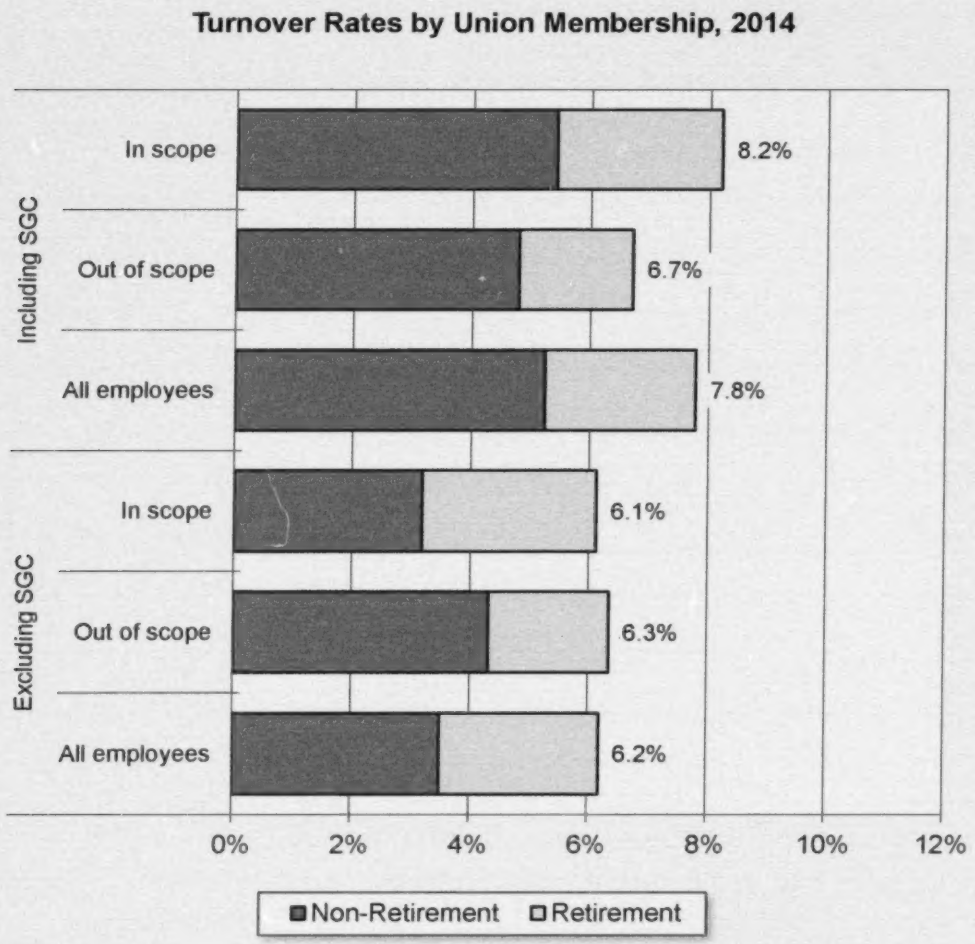
Turnover Rates by Tenure, 2014



- Not surprisingly, the non-retirement turnover rate is higher among those with shorter tenure.

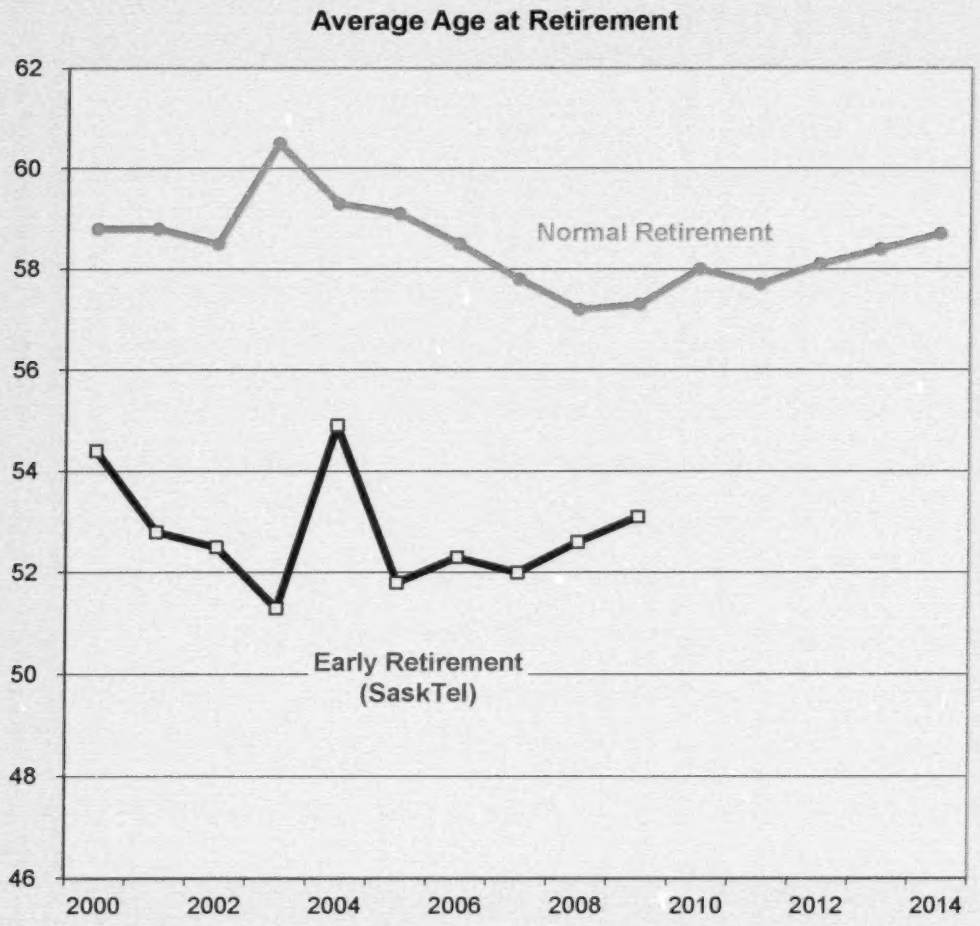
(Note: SGC data by tenure was not available because the crown has not been part of the database for long enough.)

Turnover Rates by Union Membership, 2014



- Both retirement and non-retirement turnover rates are lower among out-of-scope employees than among in-scope employees.
- If SGC is excluded, the turnover rates are nearly the same.

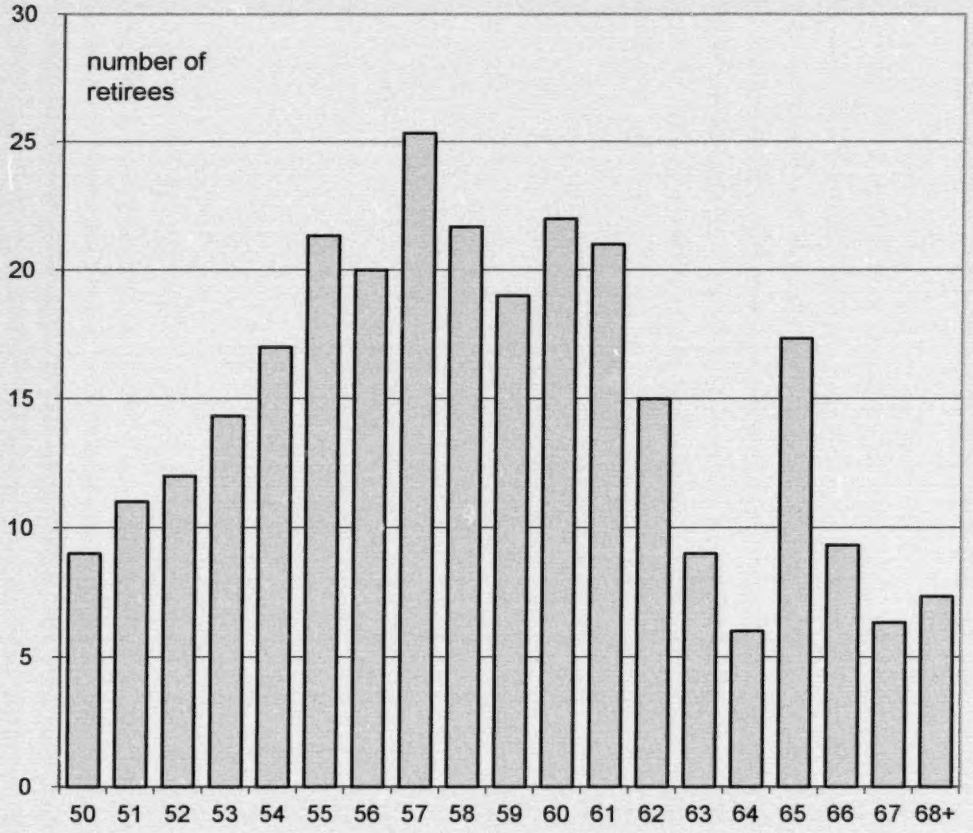
Retirement Age Trends



- The average age at retirement (excluding those who retired early through SaskTel's plan):
  - was approximately 59 years of age between 1999 and 2005;
  - declined to approximately 57 years of age in 2008; and
  - has been on a gradual upward trend since then.
- In 2014, the average age at retirement was 58.7 years. The median age is 59 years.

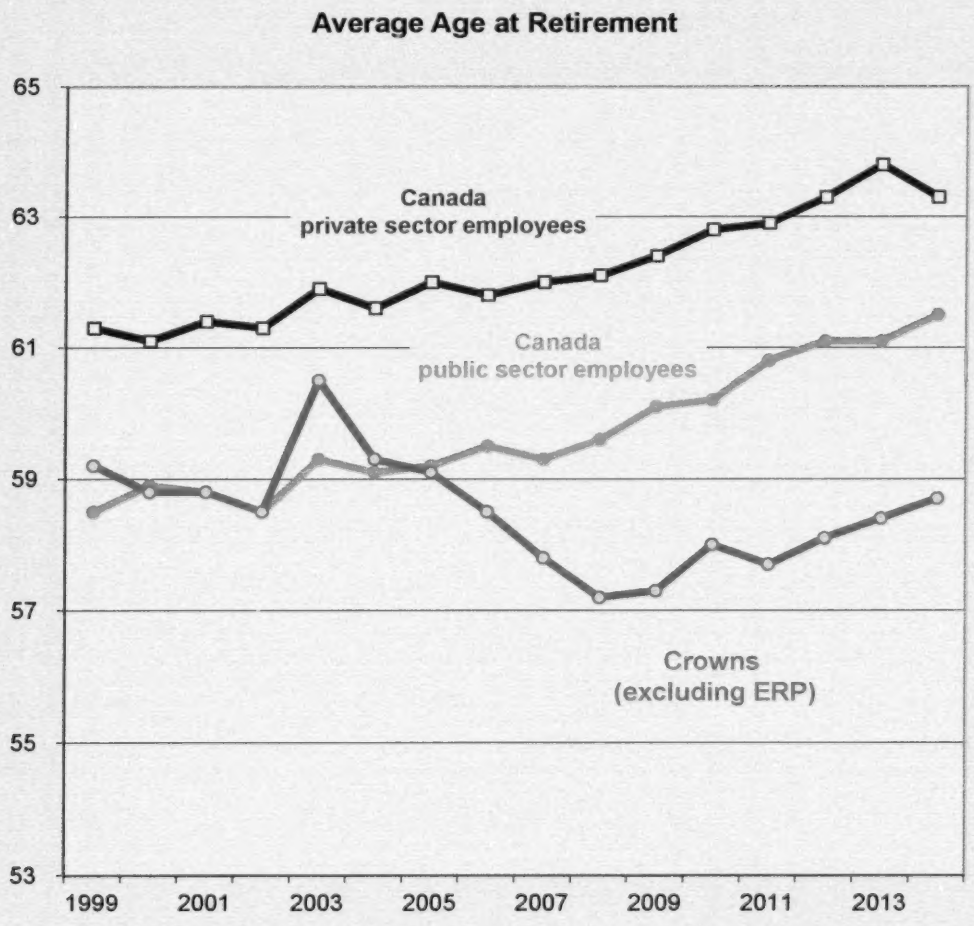
Retirement Age

Age at Retirement, 2012 to 2014 Average



- The average or median age at retirement is not a particularly good predictor of actual retirements.
- Averaged over the three years ending in 2014, the average age at retirement was 58 but that is not a particularly common age for retirements.
- Instead, there are a relatively large number who retire in their mid 50s and another cluster near 60 years of age and a spike at 65 years of age.

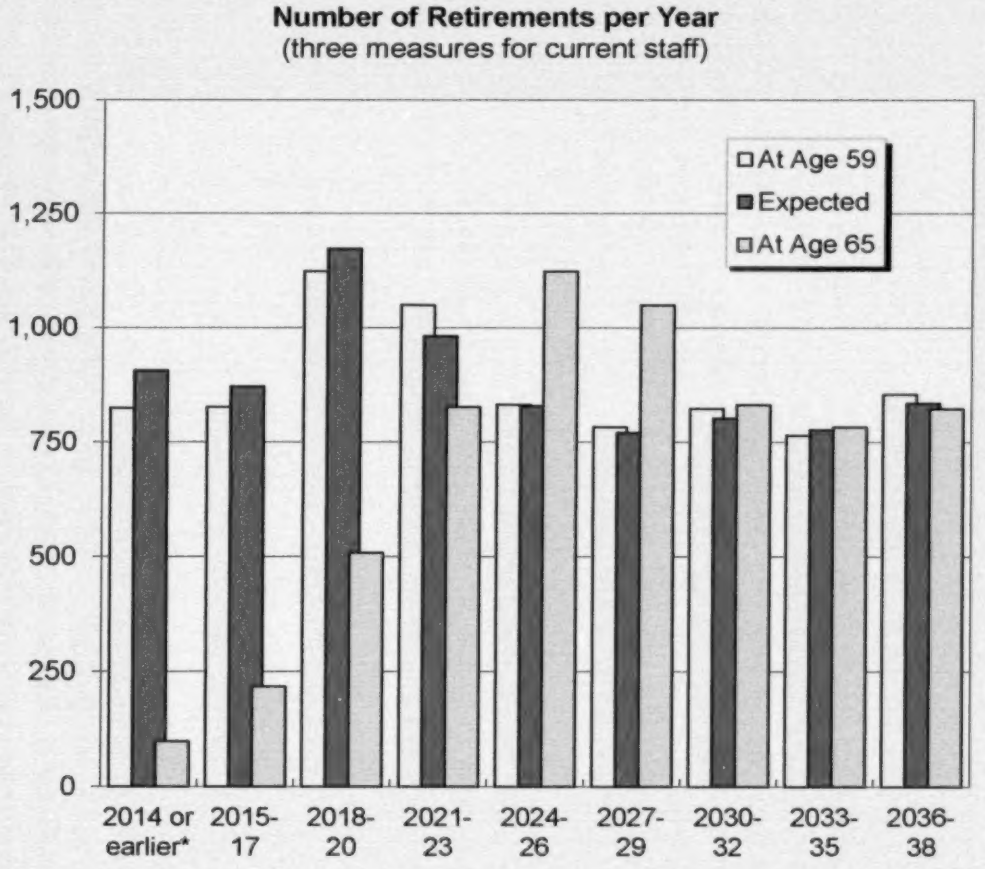
Comparison with Canada



- The average retirement age using data from the Labour Force Survey is available only at the national level. (Saskatchewan data are not available because the sample size is too small.)
- This is the average age of those who, when asked why they left their last job, said that they had "retired". This does not preclude them from re-entering the labour force.
- The average retirement age in Canada is 63.3 years among those in the private sector and 61.5 years among those in the public sector (broadly defined to include health and education and the crowns as well as government proper).
- Until recently, the average retirement age in the crowns (excluding the ERP), was tracking the national average for public sector employees. In the last few years, crown staff have been retiring two to three years earlier than other public sector employees.

Expected Retirements

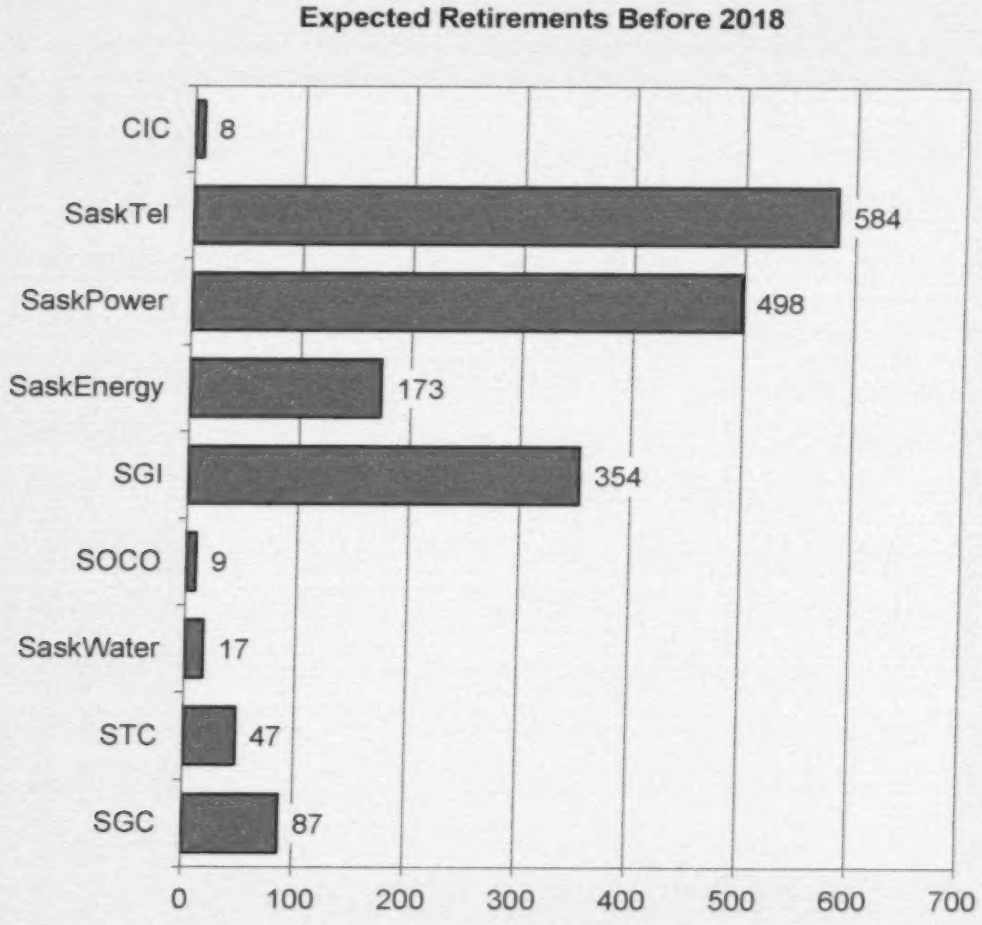
Three Measures of Retirement



* *staff who could have or were expected to retire but were still employed on Dec 31 2014*

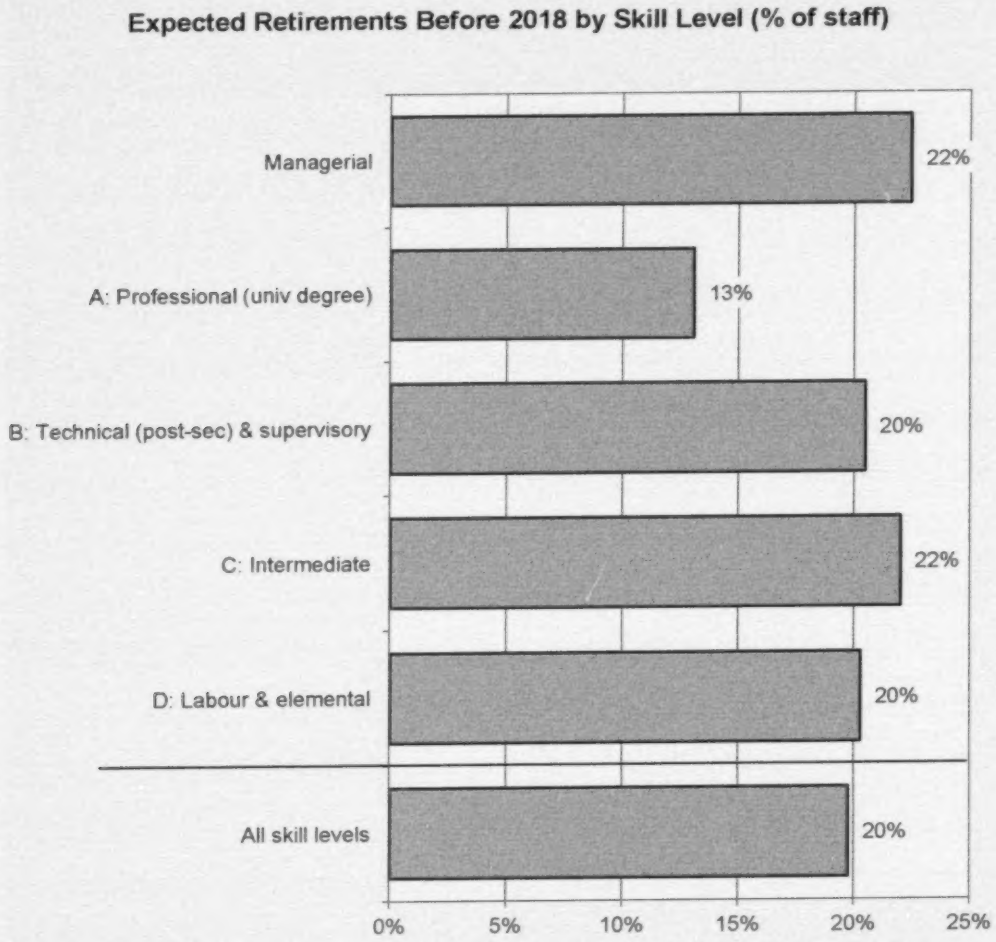
- The expected retirement year for each permanent crown staff member who was employed as of December 2014 is calculated using a model that predicts their retirement date on the basis of the past behaviour of other crown employees with similar characteristics.
- Permanent staff are expected to retire after their earliest possible retirement date (typically at 50 years of age), depending on their age, tenure, gender, skill level, union membership, membership in a visible minority group, and whether they work full-time or part-time.
- Retirement packages or other unforeseen circumstance can change these estimates significantly. The hiring of additional staff and turnover of existing staff will also change the estimates because it changes the demographic mix of "current" staff.

Expected Retirements by Crown Corporation



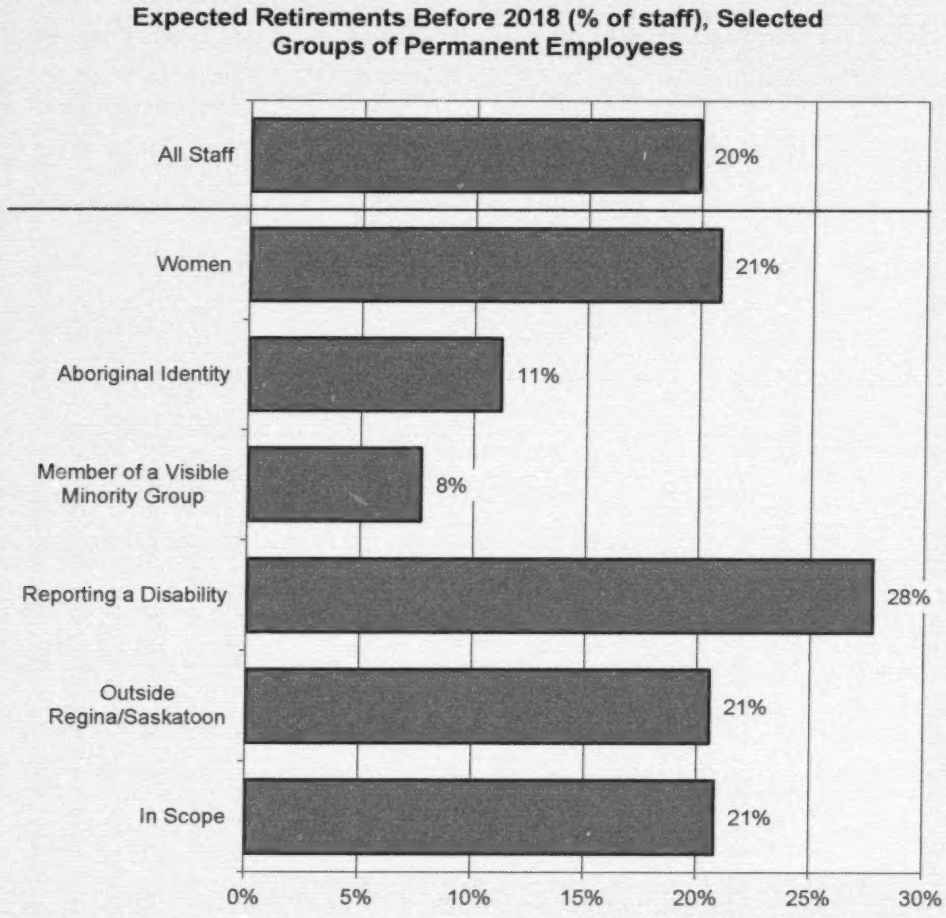
- Whereas 46% of permanent crown staff will be eligible to retire before 2018, only 20% can be expected to do so.
- Of the 2,116 retirements expected in the next three years (2015 to 2017), the vast majority will occur in the three large crowns - SaskTel, SaskPower, and SGI.
- This estimate is undoubtedly high, being equivalent to more than 700 retirements per year whereas the current number is about 300 per year. It does, however, represent a plausible, if unlikely, scenario

Expected Retirements by Skill Level



- In the short term, retirement rates are lower among professionals, namely those in positions that require a university degree.

Expected Retirements by Target Group



- Expected retirement rates over the short term do not vary significantly by gender, location, or union membership.
- Compared with the average, however, retirement rates are lower among those who are members of a visible minority group or who report an Aboriginal identity. These staff tend to be, on average, younger than other staff.